We Robotics

THE POWER OF LOCAL

Annual Report 2023

Content

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1209 Orange Street, Wilmington, DE 19801, USA
Rue d'Italie 11, 1204 Geneva, Switzerland
Contact us: humans@werobotics.org

FOREWORD

2023: The Year of Transformation

This year marked a significant period of transformation for our organization. We co-created a solid foundation and accumulated valuable practical learnings on localizing emerging technologies and scaling proximate leadership. A highlight for us has been the continued organic growth of the Flying Labs Network, whose global reach has now passed the 40-country mark. This achievement not only emphasizes the profound impact of the Network and its initiatives but also reflects the harmonious collaboration and unwavering dedication of everyone devoted to our mission.

In 2023, we embarked on the fourth chapter of our organizational story by transitioning to even more decentralized leadership within WeRobotics. This shift aims to enhance the sustainability and positive social impact of both our organization and the Flying Labs Network. We revised our transition strategy with the Flying Council and Flying Labs throughout the year, and in close collaboration with our Board of Directors implemented first elements, including the reorganization and outsourcing of our back-office functions to strengthen our decentralized structure.

The year also saw us revise our values through a co-creation process, redefining the meaning of WeRobotics by linking a specific value to each letter of our name to ensure we stay true to our principles in every interaction. Taking a bottom-up approach, our (g)localization model thrives on co-creation and is built on the key values of collaboration and sharing.

As the Network's steward, WeRobotics works hand in hand with the Network's members, the Flying Labs. Together, we build on each other's strengths, recognizing the unique value of both local and global organizations. Collaborating closely, we are committed to documenting our journey and sharing our learnings, successes, and challenges as best practices and learning cases for the broader community.

Additionally, we explored new methods to measure the positive social impact of our work and that of the Flying Labs, incorporating approaches to assess qualitative impact. We know that numbers don't change mindsets; they miss context and do not do justice to the unique stories behind each project, training, local expert, and resource. By embracing qualitative metrics, we aim to honor and highlight the rich, diverse narratives that truly reflect the essence and impact of our efforts. Here, the power of storytelling and open sharing comes to light, reshaping perceptions and innovating systems. We hope to inspire new partners and organizations to join us on our journey, helping to grow and expand the Flying Labs Network in size, strength, and expertise while encouraging other organizations to adopt our Inclusive Networks Model.

We are eager to share the details of our 2023 story with you in this Annual Report. If any of our ideas, initiatives, achievements, or learnings inspire you to collaborate with us, please reach out to the humans behind WeRobotics at humans@werobotics.org.

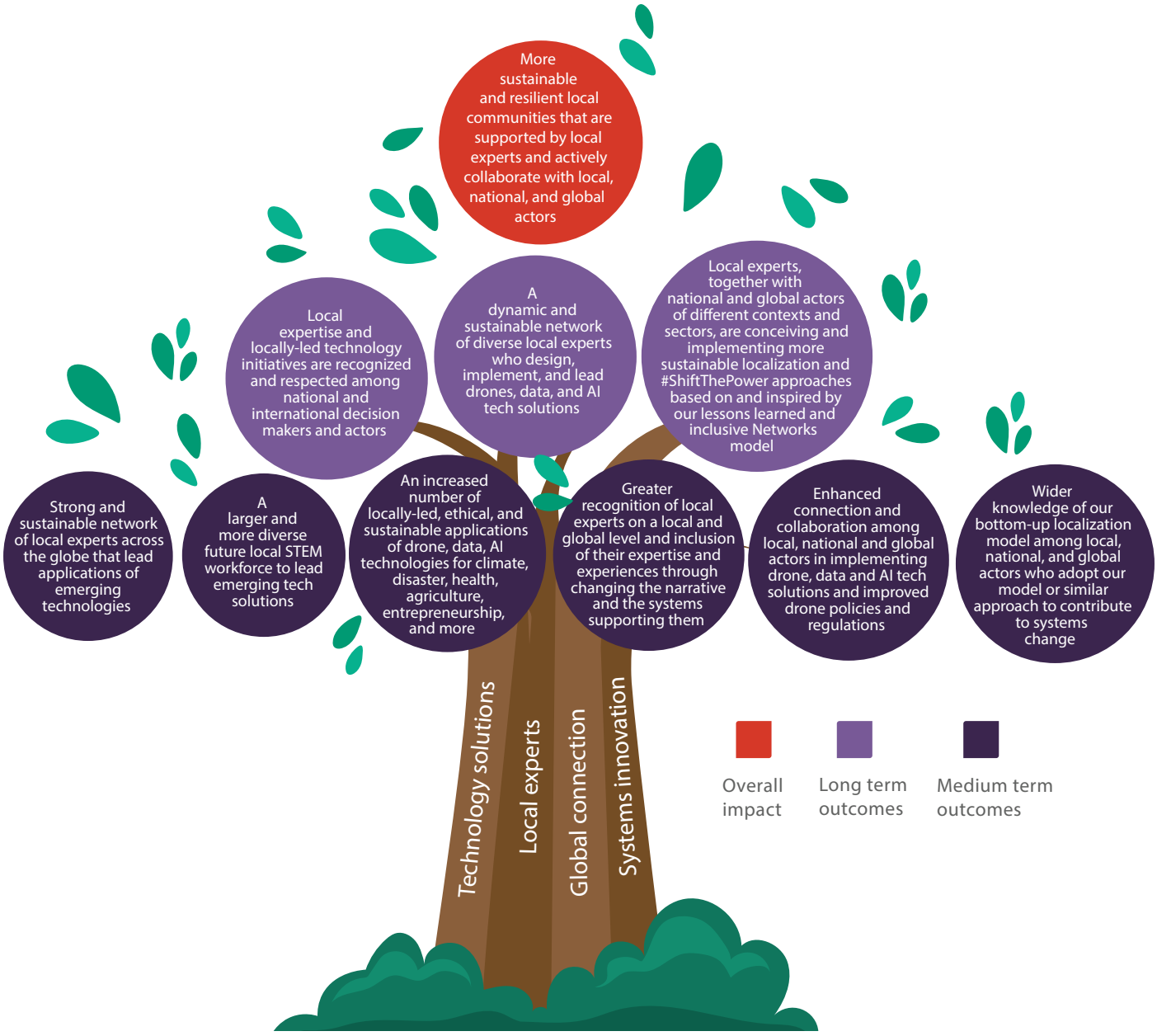
Co-Pilots and Board of Directors

A New Layout for Our Annual Report

For our 2023 Annual Report, we are taking a new formatting approach, looking back on our strategic and operational achievements through the impact lens. Our Theory of Change defines clearly the overall impact we aim to achieve:

By focusing on equitable use of emerging technologies and investing in local experts, we can unlock new ways of thinking and working that have historically been hindered, resulting in exponentially greater positive social impact and economic opportunity.

We are pleased to share how our strategic and operational activities throughout 2023 advanced the achievement of the three long-term outcomes of our organization.



1 The Year in Numbers

Outcome #1: A dynamic and sustainable network of diverse local experts are designing, implementing, and leading drones, data, and AI tech solution

FLYING LABS NETWORK GOVERNANCE AND SUSTAINABILITY	**12** Flying Labs regional calls and retreats			
ENHANCED COLLABORATION WITHIN THE FLYING LABS NETWORK	**35** Sector Expertise Hubs and working group meetings			
FLYING LABS NETWORK GROWTH	**5** New Flying Labs joined in 2023, Togo, Botswana, Mexico, Colombia, Brazil	**41** Flying Labs numbers in 2023	**316** Flying Labs local leaders in 2023	
FLYING LABS NETWORK CAPACITY STRENGTHENING	**1** New toolkit created	**25** Project and training use cases	**10** WeSupport sessions and webinars	**1** New online course
PREPARING FUTURE LOCAL EXPERTS	**51** Youth/STEM programs implemented	**2705** Youth trained		

Outcome #2: Local expertise and locally-led technology initiatives are recognized and respected among national and international decision-makers and actors

EXPERIENCE SHARING	**5** Learning reports and contribution to external publications	**14** Participation in external conferences and working groups	**115** Blog posts and videos	**5** Story Maps
PARTNERSHIP	**322** WeRobotics and Flying Labs partners			
LOCAL SOLUTIONS	**78** Projects initiated and completed in 2023	**40** Trainings organized		

Outcome #3: Local experts, together with national and global actors of different contexts and sectors, are conceiving and implementing more sustainable localization and #ShiftThePower approaches based on and inspired by our lessons learned and Inclusive Networks model.

LOCALIZATION APPROACH AND INCLUSIVE NETWORKS MODEL	**1** New Framework locally co-created	**1** Adoption of our Inclusive Networks Model	
TRANSFER OF OPPORTUNITIES TO FLYING LABS	**55** Project, training and other opportunities transferred to Flying Labs		
LOCAL ECOSYSTEM FACILITATION	**99** Events participated and organized	**6773** Stakeholders engaged	

2 The Year in Images







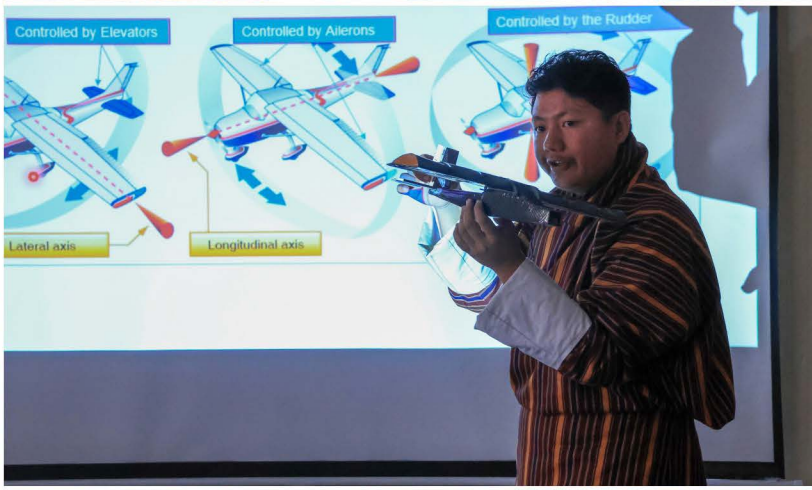


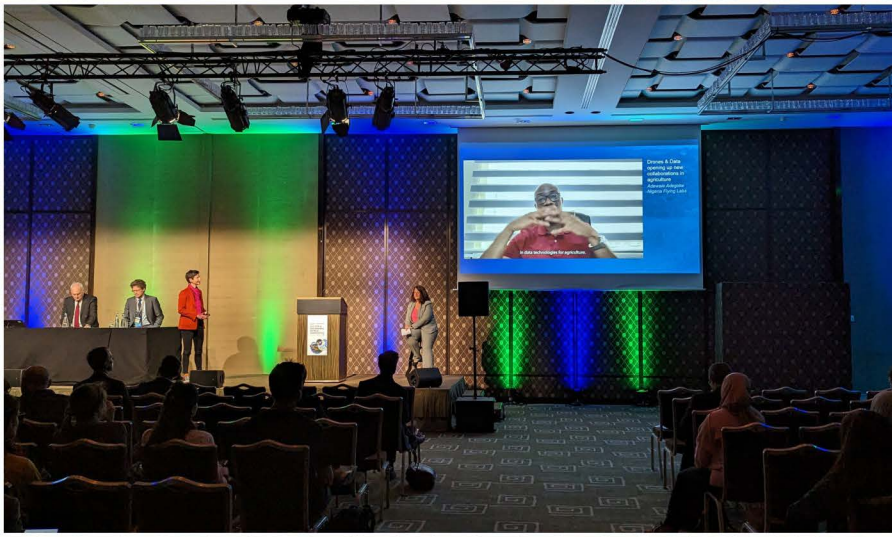






1. Flight Approvals with CAAZ
2. Temporary Import of Drones
3. Security Clearances
4. Crowd Control


Controlled by Elevators
Controlled by Ailerons
Controlled by the Rudder
Lateral axis
Longitudinal axis




QP Drone Tech

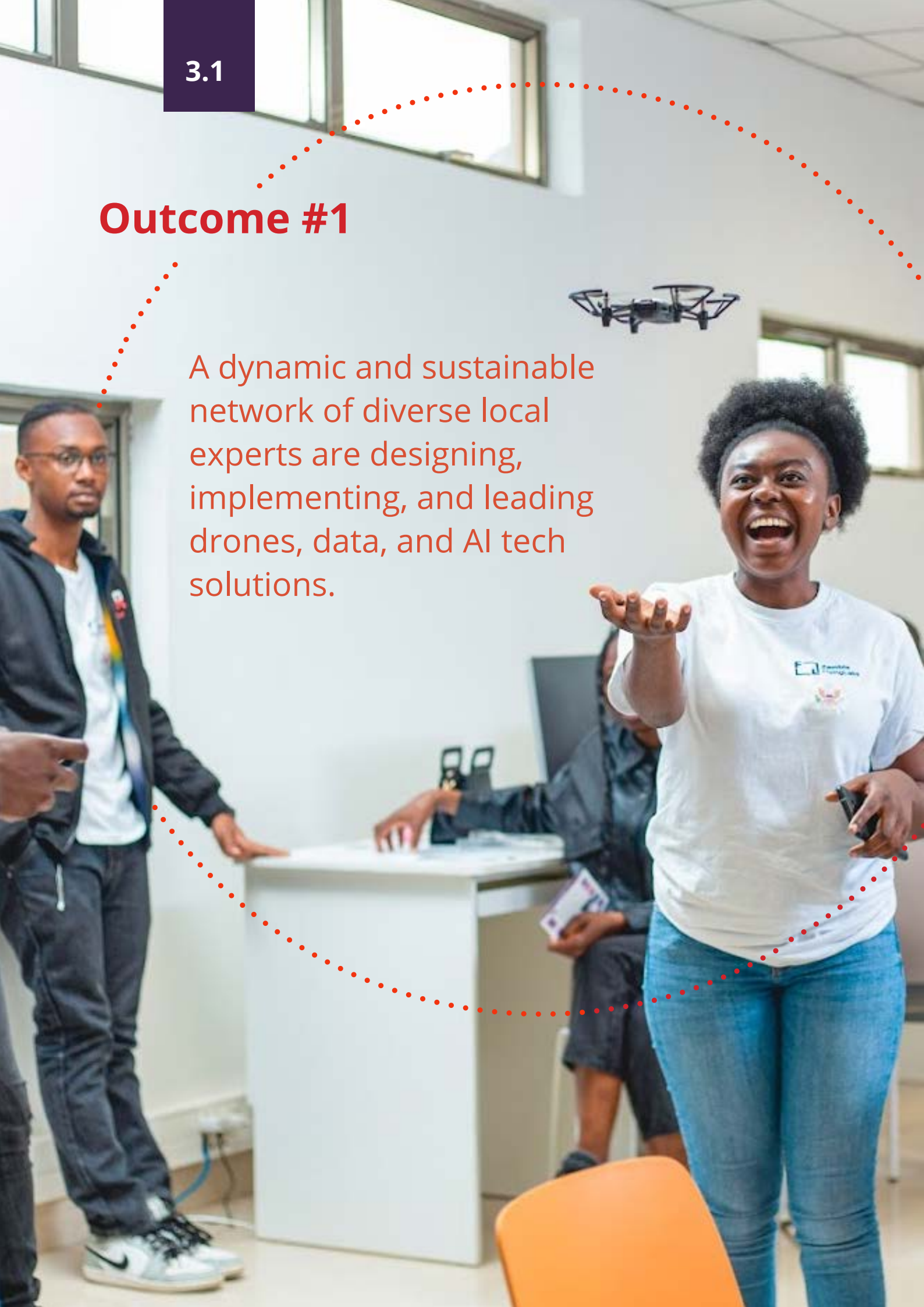

UNAM

3 Strategic and Operational Activities

3.1

Outcome #1

A dynamic and sustainable network of diverse local experts are designing, implementing, and leading drones, data, and AI tech solutions.



The following medium-term outcomes guide our daily work to contribute to this long-term outcome:

- A strong and sustainable network of local experts across the globe that lead applications of emerging technologies
- A larger and more diverse future local STEM workforce to lead emerging tech solutions

Our strategic activities and achievements contributing to outcome #1 in 2023

Flying Labs Network governance and sustainability: To guarantee the Network's long-term sustainability and continued growth, with a key focus on qualitative growth, we have put a strong focus throughout the year on the following three activities:

- **Improved annual collaboration and sharing requirements:** This was a key topic at the Global Flying Labs Retreat in October 2022, and Flying Labs voted on a new set of sharing and collaboration requirements to reinforce the Network's qualitative strength. This decision led us to design and implement a new formal process to assess the yearly contributions of individual Flying Labs to the Network and to adapt the yearly license renewal process for Flying Labs. The stricter sharing and collaboration conditions also mean that potentially several Flying Labs licenses will not be renewed between the end of 2023 and 2024 to be consistent with the decisions made by Network members in 2022.

- **Regional Flying Labs retreats:** Hosted by four Flying Labs, we successfully organized our first-ever in-person Regional Flying Labs retreats in late 2023. The regional retreats brought together Flying Labs in geographic areas, allowing them to strengthen their connection and explore further collaboration opportunities within their regions and at the global level. The four regional retreats were organized in Bolivia for the Latin America/Caribbean region, in Ivory Coast for the Western African region, in Zambia for the Southern African region, and in India for the Asia/Pacific region. Flying Labs in Eastern Africa also welcomed the suggestion to organize their retreat in 2024.

- **"Transition South" strategy:**
Together with the Flying Council and with the help of our external advisors from SAS+, we updated our strategy based on the wealth of feedback received from Flying Labs in the co-creation session organized at the Global Flying Labs Retreat in October 2022. Based on the outcomes of feedback sessions held throughout the year, we proposed the first ideas of an improved governance structure at the 2023 regional Flying Labs retreats. The new ideas found favorable feedback and will be implemented in 2024.

New strategy for improved collaboration on sector topics between Flying Labs and WeRobotics: While the majority of sector expertise sat with WeRobotics' team in the early years of our organization, Flying Labs have built out wide and deep sector expertise over the past years. For this reason, a new strategy was needed to better harvest the varied expertise from Flying Labs, WeRobotics, and external partners. In June 2023, we announced internal applications for our first "Sector Expertise Hub", accepting submissions from Flying Labs interested in collaborating and exploring this new dynamic approach to building out sector programs. The goal of the Sector Expertise Hubs is to bring together a diverse group of sector experts from Flying Labs, WeRobotics, technology and organizational partners, and individual sector experts to build on each other's knowledge, create joint resources, and share best practices. The first Sector Expertise Hub, focused on Drones, Data, and AI for Disaster, was launched in July 2023. The concept of Sector Expertise Hubs was also discussed at the regional Flying Labs retreats and found much interest, with the confirmation to launch 4–5 additional Sector Expertise Hubs in 2024.

Our operational activities and achievements contributing to outcome #1 in 2023

Flying Labs Network growth: In 2023, Togo, Colombia, Mexico, Botswana, and Brazil joined the Network, bringing the total number of Flying Labs to 41 by the end of the year. Since joining the Network the new Flying Labs have already started contributing to the achievement of the United Nations Sustainable Development Goals (SDGs) in their respective countries. Togo Flying Labs started their Network journey with drones for agriculture projects and providing drone training to government agencies. In the meantime, Colombia Flying Labs tackled local floods as a first project, and Mexico Flying Labs offered training in drone operation, spatial analysis, and satellite imagery to both students and rural communities.

Flying Labs Network capacity strengthening: Much of our work and efforts at WeRobotics focus on capacity strengthening and support of the Flying Labs. In 2023, our internal knowledge base called WeShare grew to 310 exclusive and publicly accessible resources. We organized 16 sharing events, from webinars to technical sessions (called WeSupport) to Coffee Chats, a format that allows for more information sharing between Flying Labs members. Furthermore, we successfully created and tested the first series of an internal online course for drone safety culture to support the process of building trust between local experts, regulators, and policymakers for drone and data regulations.

We also completed the three-year long "Fly for the Future" program, in collaboration with 7 Flying Labs in late 2023. This enabled 15 Flying Labs staff to be trained online and in person to design and run their customized local youth training programs. While it was off to a slow start due to challenges faced with the pandemic, 2023 was the program's highlight year. Through the "Fly for the Future" program alone, the participating Flying Labs trained over 2,000 youth.

Microgrants: We implemented several microgrant programs to strengthen the capacity of Flying Labs.

- **Turning Data into Action (TDIA) microgrant:** In 2023, the WeRobotics team organized a new round of TDIA microgrants, with a specific focus on drones for disaster, and 6 Flying Labs implemented their learning projects. Through the microgrant they accessed both learning project funding as well as personal capacity strengthening support for topics ranging from data analysis to stakeholder engagement and M&E strategies.

- **Skydio microgrant:** Our partnership with Skydio resulted in the organization of a STEAM microgrant for Flying Labs in 2023. The selected teams for this microgrant are receiving two Skydio 2+ drones to support their STEAM initiatives in 2024.

- **Twin Science microgrant:** Through this microgrant, several Flying Labs received STEM Science Kits, which enabled them to teach students the fundamentals of electricity, programming, the properties of light, and many other scientific concepts.

Working groups: The following 3 working groups made up of Flying Labs members and WeRobotics team members were active throughout 2023.

- **Farm Robotics working group:** In 2023, this working group focused on showcasing the Flying Labs Network's advancements and innovations in agriculture at international conferences such as the first-ever Agricultural Mechanization Conference as well as an FAO conference. Flying Labs' participation at such events was well-received and strengthened their presence in the global agricultural technology community.

- **"Who-is-who" working group:** In 2023, we started this working group with the main goal of enhancing connection and collaboration among the members of the Flying Labs Network. Some key outcomes of the working group include the establishment of a centralized repository containing information about each member's profile and the collection of introduction videos from individual Flying Labs members.
- **Translation working group:** This working group was initiated following discussions held at our Global Retreat in 2022, with the goal of making existing resources and tools available in languages other than English. The working group successfully translated over 20 resources used by Flying Labs. These resources are now accessible in English, Spanish, and French. To improve the efficiency of the translation process, WeRobotics started discussions with a language expert company in late 2023, to find ways to automate the translation process in 2024.

3.2

Outcome #2

Local expertise and locally-led technology initiatives are recognized and respected among national and international decision-makers and actors.

The following medium-term outcomes guide our daily work to contribute to this long-term outcome:

- Greater recognition of local experts on a local and global level and inclusion of their expertise and experiences through changing the narrative and the systems supporting them
- An increased number of locally-led, ethical, and sustainable applications of drone, data, AI technologies for climate, disaster, health, agriculture, entrepreneurship, and more

Our strategic activities and achievements contributing to outcome #2 in 2023

TDIA Learning Report: After 30 months of running the Turning Data into Action microgrant with Flying Labs, we published a report in late 2023, sharing our learnings and experiences publicly. The report explored how drones revolutionize data collection, engaging stakeholders from data capture to generating actionable insights. The report is openly available in the "Resources" section of our website.

Strengthening the storytelling efforts of Flying Labs: We expanded our communication team with the recruitment of a new team member to strengthen the storytelling efforts of Flying Labs. With her help and support from other colleagues at WeRobotics, Flying Labs published 87 blog posts, 28 videos, and 5 Story Maps in 2023. Please visit the Flying Labs blog, the use case library, and our YouTube channel to learn more.

Our operational activities and achievements contributing to outcome #2 in 2023

Partnerships (WeRobotics and Flying Labs): Building out a strong ecosystem made up of technology and organizational partners to support the Flying Labs is one of our key activities. Also, over one third of our income is derived from pro-bono services and in-kind technology donations, making partnerships a strategic part of our operations. In 2023, our key focus lay in strengthening existing technology partnerships through close collaborations and joint microgrants, and initiating new partnerships with first collaborations, such as our newly started partnership with Deloitte D2i to find solutions for proactive engagements between Flying Labs and Civil Aviation Authorities for data-driven drone regulation improvements. We started several discussions for potential new organizational partnerships and introduced some potential new technology partners through webinars to Flying Labs members. We also continued to transfer opportunities to Flying Labs, including partnerships, such as a partnership between Data Camp and Zimbabwe Flying Labs.

Increasing the visibility of the Flying Labs Network through external conferences and events: In 2023, WeRobotics and Flying Labs members actively participated in various international events and conferences, showcasing our work and sharing our experiences and best practices. Some of the notable conferences with speaking engagements by WeRobotics and Flying Labs members throughout the year include:

- The Remote Management, Monitoring, and Verification (RMMV) conference, organized by the German Federal Ministry of Economic Cooperation and Development (BMZ) and (KfW) Development Bank (WeRobotics and Senegal Flying Labs)
- 2023 Esri Sustainable World Conference in Geneva (WeRobotics and Panama, Nigeria, and Pakistan Flying Labs)
- Social Entrepreneurship Forum in Lausanne, Switzerland (WeRobotics)
- mEducation Alliance Symposium, dedicated to enhancing formal and non-formal educational systems by fostering connections among EdTech investors, policymakers, and practitioners (WeRobotics)
- ICT4AG conference (online) organized by CIGAR (WeRobotics)
- The 2023 Transform Africa Summit in Victoria Falls, Zimbabwe (Zimbabwe Flying Labs representing the African Flying Labs and WeRobotics)
- The first-ever conference on Sustainable Agricultural Mechanization organized by UN FAO in Rome (Zimbabwe Flying Labs representing the FarmRobotics working group and Flying Labs Network)
- UBS Social Impact Symposium in Geneva, Switzerland (WeRobotics)
- EmpoderaLive in Malaga, Spain (WeRobotics)
- Drone and Disaster Management Conference in Cape Town, South Africa (organized by South Africa Flying Labs, with a speaking engagement from WeRobotics)
- Paper presentation at the 10th Australasian Conference on Precision Agriculture, organized by the University of Putra, Malaysia
- Symposium on "Urban Technology & Collaboration in Informal Settlements: Enhancing Livelihoods and Empowering Communities", organized by Namibia University of Science and Technology, in collaboration with UNITAC Hamburg, The Institute for Land, Livelihoods and Housing (ILLH), SDI and African Centre for Cities (Namibia Flying Labs)
- Drone Tech 2023, International Expo, Lima, Peru (Peru Flying Labs)

Other conferences attended (without speaking engagements):

- Skoll World Forum in Oxford, United Kingdom (WeRobotics)
- GEO Week conference in Cape Town, South Africa (WeRobotics)

Awards received:
WeRobotics Co-Founder Sonja Betschart was featured in the list of Europe's Top 100 Women

Social Entrepreneurs 2023. This award is managed by Euclid Network and includes European women who stand out as having implemented creative and sustainable solutions to create significant positive social and environmental impact.

Contributing to achieving the SDGs through increasing locally-led and more sustainable projects: In 2023, Flying Labs initiated and completed 78 projects and 40 professional trainings for climate, disaster, health, agriculture, development, and more. In addition, 2,705 youth were engaged through 51 STEM/youth programs by Flying Labs. Successful completion of locally led pilot projects and capacity-strengthening activities offer more sustainable solutions to local challenges while bringing wider recognition from external stakeholders towards Flying Labs' expertise.

Selection of projects and activities led by Flying Labs in 2023:

Agriculture

Burkina Faso Flying Labs used drones to manage and develop irrigated schemes: blog post.

Zimbabwe Flying Labs worked to add crop spraying drones to the farm workflow for pest and disease management: use case.

Health

Kenya Flying Labs partnered with Jomo Kenyatta University of Agriculture and Technology and Cloudline Inc. to asses the feasibility of solar-powered airships to transform medical supply delivery in Kenya: blog post.

Madagascar Flying Labs continued its work to fight against malaria, leveraging drone technology: blog post.

Climate action

Togo Flying Labs mapped the Baguida coast to assess coastal recession and its Impact on local residents: use case.

Bolivia Flying Labs completed their Firehawk project, aimed at preventing forest fires in Bolivia using drone technology: blog post and Story Map.

Disaster

South Africa Flying Labs used drones to respond to devastating floods: blog post, Story Map, and video.

Nepal Flying Labs unveiled the dynamics of the Ghyapche landslide with drones and community engagement: Story Map and blog post.

Development

Senegal Flying Labs mapped a holy city, Touba, to increase the city's resilience during flooding: blog post and use case.

Cameroon Flying Labs conducted drone training for urban management: blog post.

STEM/Youth

India Flying Labs empowered students with STEM training in Andhra Pradesh: blog post and video.

Panama Flying Labs trained youth through their "The Python desde Cero" summer course: blog post and video.

3.3

Outcome #3

Local experts, together with national and global actors of different contexts and sectors, are conceiving and implementing more sustainable localization and #ShiftThePower approaches based on and inspired by our lessons learned and Inclusive Networks model.

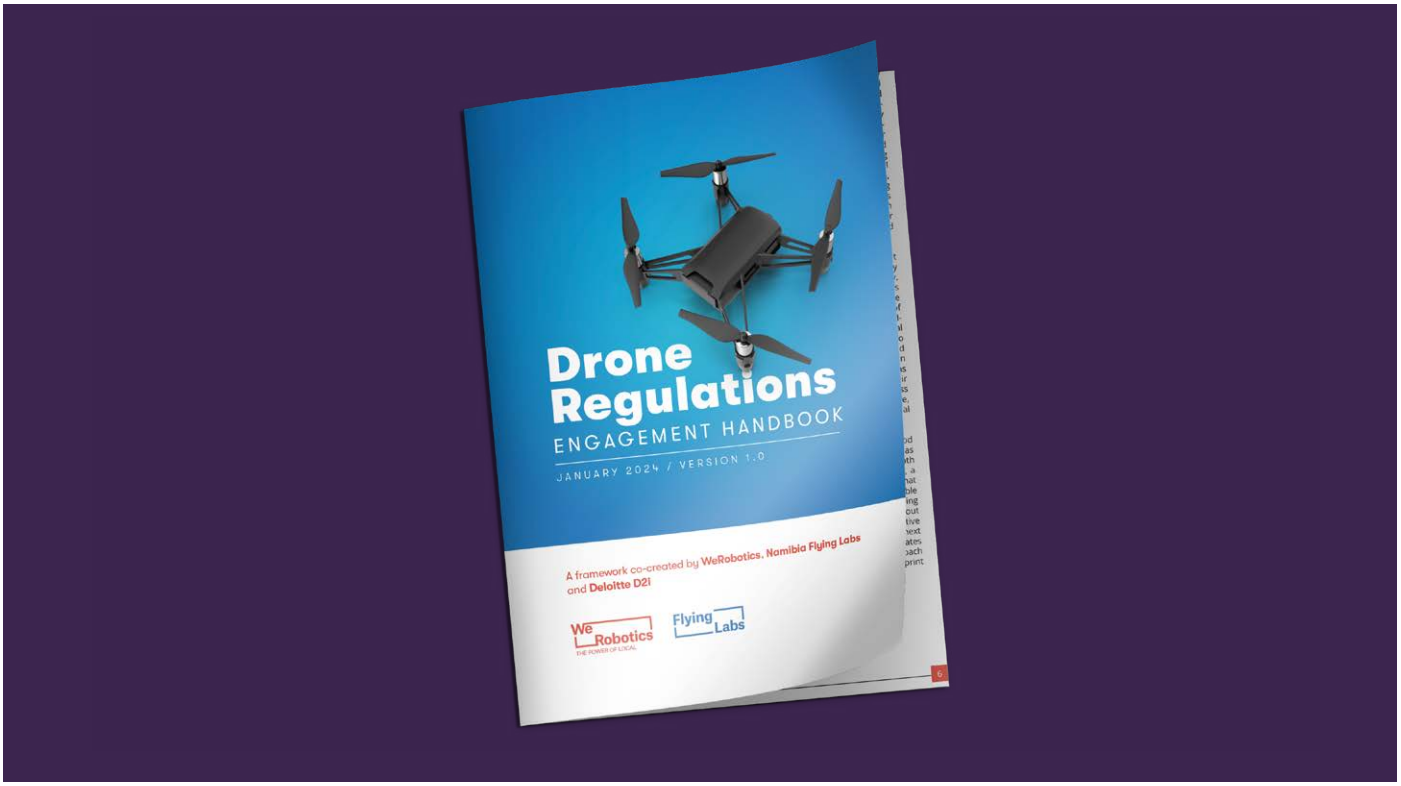
The following medium-term outcomes guide our daily work to contribute to this long-term outcome:

- Wider knowledge of our bottom-up localization model among local, national, and global actors who adopt our model or similar approach to contribute to systems change
- Enhanced connection and collaboration among local, national, and global actors in implementing drone, data, and AI tech solutions and improve drone policies and regulations

Our strategic activities and achievements contributing to outcome #3 in 2023

New Framework: Together with Deloitte D2i and Namibia Flying Labs, we have worked throughout the year on the first-ever learning project between local regulators/policymakers, local experts, and international experts to improve and expand drone regulations with a fully bottom-up and locally led approach. The learning project resulted in a detailed Handbook and Toolkit that will be made available to Flying Labs in 2024. A joint White Paper is also in the works and will be published in 2024, and we will then test the framework with 1–2 more Flying Labs in 2024 and expand this community- and data-driven approach to drone regulations to other Flying Labs and countries.

Adoption of our Inclusive Networks Model by other organizations: Throughout the year, we continued to support the consortium of "GRAIN" (Gender and Responsible AI Network) with the adoption of our Inclusive Networks Model for their Network launch, planned for early 2024. This first adoption of our model represented an important learning opportunity for us. Two new model adoptions were in advanced discussions by the end of 2023 with two non-profit organizations that are looking at using our model to expand to other geographies. The next model adoption is planned for end of Q2/start of Q3.



Our operational activities and achievements contributing to outcome #3 in 2023

An increasing number of collaboration requests from national and international partners are coming to Flying Labs in their respective countries. In 2023, we transferred 55 opportunities to Flying Labs. This demonstrates that Flying Labs and their expertise are receiving more recognition and attention from external actors at local and global levels. Furthermore, Flying Labs carried out and participated in over 90 events (conferences, competitions, webinars, knowledge-sharing days, etc), engaging with more than 6,000 external stakeholders in 2023 to facilitate the local ecosystem for more locally led collaboration opportunities.

Below is a selection of collaborations between Flying Labs and national/international partners:

- Namibia Flying Labs conducted remote pilot and precision agriculture training jointly with the World Food Program Namibia – blog post.
- Panama Flying Labs organized technical training on the use of drones for women "Pilotas Resilientes" in collaboration with the World Food Program Guatemala and Barefoot College – blog post.
- India Flying Labs implemented a project with Wildlife Conservation Trust for more effective conservation efforts of Gangetic river dolphins and gharials – blog post.
- Kenya Flying Labs conducted joint research on solar-powered airships to transform medical supply delivery in Kenya with Jomo Kenyatta University of Agriculture and Technology (Research), and Cloudline Inc. (a South African-based airship manufacturer), supported by the Canadian International Development Research Centre (IDRC) – blog post.
- Bhutan and Nepal Flying Labs co-organized advanced training on the use of drones for multi-hazard risk assessment for staff members from nine government agencies in Bhutan, including the Department of Local Governance and Disaster Management (DLGDM), Department of Human Settlements, Department of Surface Transport, Department of Infrastructure Development, Bhutan Construction and Land and Transport Authority (BCTA), National Center for Hydrology and Meteorology, GovTech, National Land Commission Secretariat, and the Department of Geology and Mines (DGM) – blog post.

4 Organizational Achievements

In addition to the strategic and operational achievements of part 3, we implemented a number of underlying organizational improvements in 2023.

In the first quarter of 2023, we finalized our second Cyber Security Audit, a bi-annual engagement, allowing us to strengthen our digital setup.

In the first and second quarters of 2023, we started outsourcing our back-office activities to external partners. This decision and implementation allowed us to gain efficiency while reducing the administrative costs of our organization. To make informed choices along the outsourcing process, our Executive Management team has been supported by external experts that accompanied the implementation.

In the second quarter, a new Executive Administrator of our US legal entity joined our organization. Dr. Renee Welch is an experienced advocate for uncrewed aerial systems and digital equity. Dr. Welch holds a doctorate in educational policy, a master's in curriculum, and a bachelor's in finance. She leverages her 20 years of professional experience as a continuing education and workforce development specialist to provide comprehensive organizational support.

Dr. Renee Welch, new Executive Administrator of our US legal entity

Throughout the second and third quarters, Executive Management worked closely with the team to improve the Holacracy-inspired setup and the underlying elements that allowed the lean but mighty team to successfully achieve the strategic and operational activities described in section 3. One of the elements reviewed in a co-creative approach in 2023 was the organizational values, to reflect the values of the whole team behind the work.

In the third quarter, we updated our fund-raising strategy and created frameworks for grant proposal submissions, including a repository containing strategically targeted messages, compelling narratives, learning reports, relevant blogs, etc.

In the fourth quarter and as part of our professional development efforts, we organized a team session with an external coach to review our Insights Discovery individual profiles and the profile of our WeRobotics team. Thanks to the Insights Team Wheel, team members gained a comprehensive and visual understanding of their colleagues' communication styles. The session provided valuable insights into team dynamics, highlighted individual strengths, and fostered an appreciation for our collective differences. Following this session, we launched the WeRobotics book club to be held quarterly, beginning in 2024.

To end the year on a high note, we launched our new website in December 2023. The external partner we have collaborated with for our new website supported us with a content strategy and a design that reflects who we are as an organization today. Built on a new technology that provides better access in low-bandwidth environments, the new website allows for more seamless exploration, has a fresh look and feel, and features a comprehensive resource hub. Discover our new website at werobotics.org.

5 2024 Outlook

Building upon the activities of 2023, WeRobotics has set ambitious goals for 2024. We will start the year with the official launch of our new website for WeRobotics. This new site incorporates improvements based on feedback received from key partners between mid-December 2023 and early January 2024. A review of the Flying Labs Network website is also on the agenda for 2024, to take advantage of the more adapted and efficient technology introduced with the WeRobotics website, and give the Flying Labs Network a new face as the Network keeps on growing.

We are committed to implementing the decisions made during the regional Flying Labs retreats. These decisions are crucial for supporting the growth and sustainability of individual Flying Labs as well as the entire Network. To further strengthen collaboration between Flying Labs and WeRobotics, we will keep on rolling out the Sector Expertise Hub strategy. In 2024, we plan to add 3-4 additional sector expertise hubs. We are also working on a new Youth/STEM program together with a number of Flying Labs who are open to piloting it in their countries, to test its effectiveness and impact.

Continuing our efforts to improve local drone regulations and policies, we will replicate our newly co-created CAA engagement framework, handbook, and toolkit, which were developed in 2023. This initiative will involve at least one more Flying Lab, allowing us to refine our approach based on evidence and experience in 2024. We also aim to innovate our monitoring and evaluation approach by adding qualitative impact stories. This will provide a more comprehensive understanding of our impact.

To strengthen our global ecosystem, we plan to build on existing partnerships, and establish new ones. Our plans include a partnership with language localization experts to make leaps forward in the efficiency and quality of our translation endeavors as well as the expansion of our knowledge sharing platform's linguistic capabilities across multiple languages.

On the systems innovation side of our work, one of our primary goals continues to be the expansion of our Inclusive Networks Model. This expansion will involve more direct governance from Flying Labs, highlighted by the addition of a Flying Labs Network Council for joint Network stewardship. We also plan on collaborating with 2-3 organizations who are interested in adopting our Inclusive Networks Model.

Lastly, we are dedicated to sharing our learnings openly. We will do this through a series of learning reports, white papers, keynotes at relevant conferences, blog posts, videos, webinars, and more.

These goals reflect our commitment to fostering innovation, collaboration, and growth within the Flying Labs community and beyond. Follow our progress throughout the year in our blog.

www.werobotics.org

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