Efficacy and Resilience

OKRs
Partnerships

Objective: Maintain WMF’s relationships with large-scale external entities, while testing and seeding new partnership models in support of the annual and mid-term plans.

Worldwide Readership: Growing Readership (W-O6-D3)

- India | Jio: Wikipedia app expected to reach 110M JioPhone users; 1.5M downloads to-date.
- Colombia | Ministry of Education: COVID-19 Wikipedia lesson plans preloaded and distributed to 83,000 students
- Africa | WorldReader and Right for Education integrating Preview, expected reach: >16M new readers, 45 countries
- Global | WHO: Licensing agreement and ~200 COVID-19 files to be uploaded on Wiki; announcement last Thursday

Brand: Elevate WMF Brand (B-O4-D22)

- Global | Google: Wikipedia app in “Featured Collection” on Play store, expected 4M impressions, 50K app installs
- Global | Amazon: Alexa attribution up from 10% to 100%; listeners prompted to donated after listening to >2M
- Global | UNICEF: “Voices of Youth” mediathon with 100 young leaders creating CC content on “life after COVID”

Thriving Movement: Community Programs (T-O12-D1) and Attract & Retain More Diverse Editor Base (T-O8-D3)

- Philippines, Morocco, Bolivia | Reading Wikipedia in the Classroom: PH >1,000 teachers, MA >45, BO: 100
- MENA, India | The Wikipedia Library: Agreements signed with 2 publishers opening access to >115K articles for Arabic and Indic-language speaking editors

Target quarter for completion: Q4 FY20-21
## Partnerships

### Key Results

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test a minimum of <strong>3 new partnership models</strong> in support of the 5 MTP priority areas in order to provide recommendations to the foundation for partnership implementation at scale</td>
<td>3</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 models tested</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver best-in-class partnerships support to WMF departments, as measured by a <strong>Net Promoter Score</strong> of 70 or higher</td>
<td>&gt;70</td>
<td>Measured Semi-Annually (Q2 and Q4)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 NPS score</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Drill Down: Partnerships

The situation
In the spirit of “widening the aperture” at the ecosystem level, we are exploring closer partnership with key "Big Open" orgs (i.e., Creative Commons, Internet Archive, Mozilla).

We are also exploring deeper integration with the Community Programs team on GLAM, Education, and civil society engagement.

The impact
- **Counterbalance** to WMF’s focus on big tech partnerships, and support for the open knowledge ecosystem and being better partners to aligned orgs.
- **Leveraging the power of our collective network** and our own position of power (relative to smaller partners) in the tech landscape.
- **More intentional approach** to designing partnerships that involve calls to action and community collaboration (e.g., Campaigns)

The recommendation
- (Re)established centralized relationships with CC, IA, and Mozilla.
  ○ Ask: if you have existing relationships that you want maintained on behalf of WMF, connect them to Partnerships.

Next steps:
- Identify 1-2 areas of 1-to-1 collaboration for FY20-21
- Collaborate with all three orgs on strategic opportunities to influence the internet landscape
  ○ Ask: if you have asks / wishlists, reach out to Partnerships!
- Collaborate more closely with Community Programs
Objective: WMF has a clear path towards increased organizational sustainability, with a business strategy and revenue roadmap tied to the launch and sale of a Professional API product to at least 2 paying customers.

- **Community consultation roadmap completed.** First consultation to gather community perspective on principles and values that should guide the project.
- **Key questions regarding the go-to-market plan have begun to get answered.** 18 potential customers and partners interviewed to understand customer needs. Initial target customer list developed. Product packaging options have been outlined.
- **Alpha product nearing completion.** First version ready by the end of October.
- **Beta partner agreement in progress.** Working with Partnerships to sign our first major scale beta customer.

**Target quarter for completion:** Q4 FY20-21
## Key Results

| Q1: Develop and validate an initial business strategy |
| Q2: Develop a customer pipeline with a minimum of 5 soft commitments to a specific product and price point |
| Q3: Develop a model for the distribution of revenue across the Foundation, the endowment, and the community |
| Q4: Close at least 2 paying customers |
| **Baseline**: 0% complete |

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1: Deliver a commercially functional alpha product</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2: Support at least one partner organization in using a beta offering in order to validate product value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4: Ensure launch product is robust enough to support at least 2 paying customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline</strong>: 0% complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1: Develop a community engagement roadmap</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2: Complete legal review of business and revenue strategy, approved by KPMG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3: Complete community engagement roadmap, in order to ensure modifications based on feedback are in place by end of Q4 and draft terms of service and/or agreement templates for service engagements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline</strong>: 0% complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
</table>

---

**Open Knowledge API (Okapi)**
Objective:

Engage readers to become donors and deepen our relationship with existing donors to support a vibrant and sustainable Wikimedia Foundation

The fundraising team exceeded the Q1 revenue target.

Some of the high priority work delivered includes:

- First fundraising campaign in India
- Transition to virtual major donor events
- Published fundraising report FY 2019-2020
- Hiring
- Prep for Q2 English campaign

Target quarter for completion: Q4 FY20-21
<table>
<thead>
<tr>
<th>Key Results</th>
<th>Year Goal</th>
<th>Q1 Status</th>
<th>Q2 Status</th>
<th>Q3 Status</th>
<th>Q4 Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise $108 million for the Foundation</td>
<td>$108 million</td>
<td>$42 million</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: $0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raise $15 million in online gifts in Q1. (Raise $88M Q1-Q4)</td>
<td>$88 million</td>
<td>$37.2 million</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: $0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raise $1.25 million in major gifts in Q1 (Raise $10 million Q1-Q4)</td>
<td>$10 million</td>
<td>$3.8 million</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: $0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raise $5 million for the Endowment in 2010-21 FY</td>
<td>$5 million</td>
<td>$1.2 million</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: $0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raise $10 million from chapters in 2020-21 FY</td>
<td>$10 million</td>
<td>$950K</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: $0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5+ online major donor events in Q1 &amp; Q2</td>
<td>5 events</td>
<td>2 events held</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: 0 online events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>135 planned giving commitments</td>
<td>135</td>
<td>58</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Baseline: 0 planned giving commitments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Online Fundraising

It was a BUSY quarter!
Online Fundraising

- Raised $37.2M, exceeding quarterly goal. On track towards fiscal year goal of $88 million.

- Ran campaigns in India, Japan, Netherlands, France and EU Bundle, alongside weekly English countries tests. Started our English Email campaign in our 6 main English markets. Extra busy quarter with campaigns originally scheduled for Q4, but were pushed to Q1.

- Improved our recurring donation flow by enabling automated updates on donations with expiring credit cards.

- Prioritized hiring, documentation and team resilience
  - New hire : Noah Israel, Sr. Email Campaign Manager (req)
  - New hire : Haley Nordeen, Banner Production Associate (req)
  - Huge help from Admin friends! Thanks, Janna, Tomas and Leticia!!
Donor Services

- Managed a high volume of donor inquiries and supported complex campaigns in India, Japan, the Netherlands, France and the EU Bundle, alongside weekly banner tests in English countries.
  - Responded to almost 28,000 donor inquiries in September alone
  - 168% increase in solved donor tickets over the quarter compared to Q1 FY1920

- Collaborated closely with the email team to support English email campaign launch

- Prepared for Q2 by focusing on training, cross team collaboration, team resilience, and improving processes and workflows
Fundraising Operations

Analytics and donation processing

● Improved reporting structure (Superset) to monitor campaign trends, provide the fundraising teams with insights and support financial reconciliation

● Collaborated closely with the email team to support email campaign reporting needs and segmentation strategy

● Transitioned donation processing from Major Gifts to Fr-Operations
  ○ Hired Melanie Demos, Fundraising Operations Associate (contractor), to support this work
  ○ Received much appreciated help from our friends in the Admin team - thank you Sasha!
2019-2020 Fundraising Report

Donation Totals by Continent

- **$73 million**  
  NORTH AMERICA
- **$35.3 million**  
  EUROPE
- **$4.6 million**  
  ASIA
- **$145,880**  
  AFRICA
- **$39,586**  
  SOUTH AMERICA
- **$4.4 million**  
  AUSTRALIA & NEW ZEALAND
Major Gifts & Foundations

Objective: Secure donations from and engage with high capacity individuals and funding organizations to support a vibrant and sustainable Wikimedia Foundation.

- Raised: $3.8M, exceeding quarterly goal. On track towards fiscal year goal of $10 million.
  - Thank you Sasha and admin team!
- **Implemented transition to virtual fundraising events.** Hosted 2 of 5 events toward AP Fundraising OKR.
  - Thank you to Nikki Maller, IT Services, Communications, Grant, Janeen, and Katherine
- Near finalized transition of non-major gift donation processing to Fundraising Operations team, freeing team to increase focus on core work
- Prioritized hiring, documentation and team resilience
  - New hire: Sheyna Daniels, Lead Major Gifts Manager (requisition number holder)
Objective: Build the Wikimedia Endowment fund and planned giving commitment pool to help create a sustainable future for the Wikimedia movement.

Gifts for Today (cash goal)
$5M goal for FY20-21

- Raised $1.2 million (Q1 goal was $1 million)
- Includes $1 million gift from Amazon - third year in a row Amazon has supported the Endowment at this level
- Endowment total is now $64 million (initial goal is $100 million)
- Work is underway to investigate possible new structure for Endowment, e.g., 501(c)3

Gifts for Tomorrow (legacy commitments)
135 goal for FY20-21

- Secured 58 commitments (Q1 goal was 10)
  - 22 of these came from FreeWill
- Integrating planned giving into more communications
Objective: Advancement can run high revenue campaigns and prepare for Q2 English campaigns

Technical systems are ready and stable for Q2.
- Rebuilt credit card processor (Adyen) payment flows
- Worked on top bugs and maintained payment systems
- Prepared payment system for higher than normal Q2 traffic

Prep for Q2 campaigns by making monthly convert configurable for all English donors.
- Deprioritized for live campaign support

Prepare campaign readiness checklist for future campaigns and test with India campaign
- Developed and run on India and French campaigns
Questions
Acronyms

**APP:** Annual Planning Process

**OKAPI:** Open Knowledge Application Programming Interface

**EU Bundle:** Group of selected European countries brought together in one campaign