

Partnerships for Wikimedians

Part 1: Identifying and negotiating partnerships



WIKIMEDIA
FOUNDATION

Asaf Bartov, User:Asaf (WMF), asaf@wikimedia.org

Agenda

- What are partnerships and why should we care?
- Identifying desired partnerships and partners
- Preparing for a partnership
- Negotiating partnerships
- Tips and best practices for running partnerships

What are partnerships and why should we care?

- Partnerships are **bi- or multi-lateral collaborations**, that give **mutual benefit**
 - (otherwise, one side is providing a service to the other)
- Partnerships can **complement** an org's abilities, extend its **reach**, contribute to its **resources**, etc.

Partnership types

- Freeing/obtaining content (GLAM, WEP, data)
- Spreading our content (Kiwix, LoC)
- Access (TWL, visiting scholars)
- Outreach (awareness, readers)
- Outreach (recruitment, contributors)
- In-kind support (venues, prizes, wi-fi, legal, etc.)
- Fundraising (e.g. tax donation programs)
- Advocacy

Identifying desired partnerships and partners



WIKIMEDIA
FOUNDATION

A systematic approach

0. Establish a healthy[-enough] community
1. Figure out the partnership **type** one is looking for
2. Identify **potential** partners
3. **Research** the potential partners and **rank** in order of **expected impact** and/or **ease of approach**
4. **Select** a partnership to pursue

What partnership type do we need?

- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- Your strategic or annual plan
- Ad-hoc needs
- **Match the partnership type to your goals and capacities!**

Identify potential partners

- Internal partners: other communities, other affiliates, WMF
- External partners: memory institutions (GLAM); higher learning (WEP, visiting **scholars**); learned societies; governments (national, local; content, **in-kind**); non-profits/activists; **networks** of orgs
- For each, look for **mutual** benefit

Research potential partners

- Reviewing the list of potential partners you came up with:
 - learn more about each partner
 - Sketch what a partnership with this partner would look like
 - Estimate the potential impact/value for Wikimedia, and the likelihood of success

Potential partners: Resources

- A useful resource from WMF:
https://meta.wikimedia.org/wiki/File:GLAM_partnership_evaluation_handout.pdf
- Example of detailed partnership description with supporting stats:
https://en.wikipedia.org/wiki/Wikipedia:The_Wikipedia_Library/Publishers

Select a partnership to pursue

- Select the partnership with the best chance for significant impact or help toward your goals/needs
- Evaluate **BENEFIT, RISK, EFFORT**.
- Okay to pursue more than one partnership in parallel, but beware exceeding your capacity!
 - ("what if they all say yes?")
- **Inform** your community; consider feedback

Exercise



WIKIMEDIA
FOUNDATION

Exercise: Identify desired partners

In a group, try to (briefly) apply the systematic approach:

- What type of partnership should we seek?
- What are some potential partners of this type?
- Of those, which are the most promising partners at this point?
- **What would the mutual benefit be?**



Preparing to discuss a partnership



WIKIMEDIA
FOUNDATION

Preparing to discuss a partnership

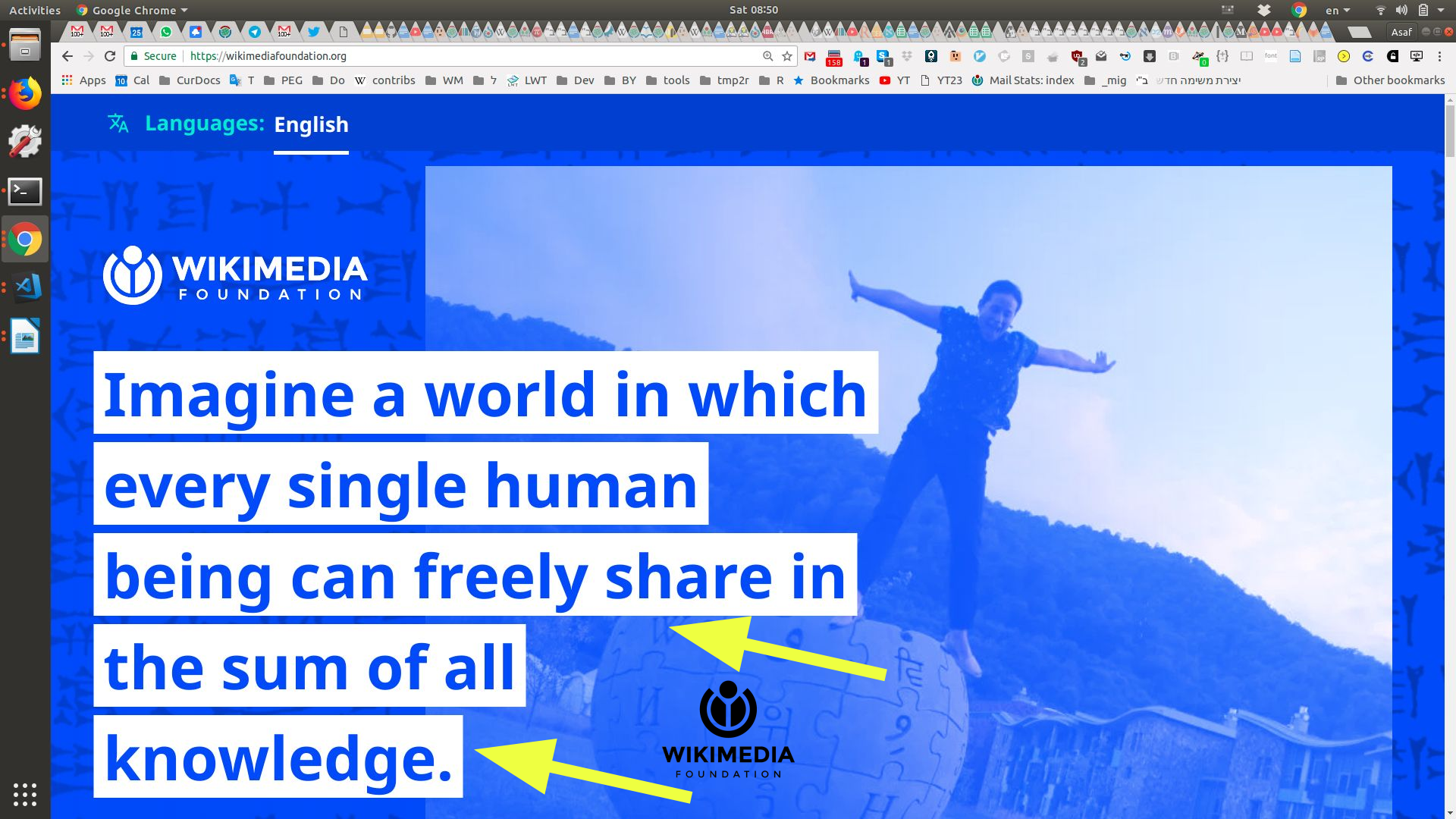
1. **Study** the partner
2. Express your partnership plan in terms of **mutual benefits** and **shared goals**. Use your partner's language as much as possible.
3. Identify a **contact point**, initiate contact, schedule meeting
4. Have the **meeting!**

Study the partner

- Read the **partner's** main self-descriptive documents:
 - a **mission** statement
 - their last **annual report**
 - their official **Web site**
 - a recent **speech or interview** by a senior official at the partner
 - ...

Example: WikimediaFoundation.org

- What does this organization care about?
- What does it say it does?
- What is it proud of?
- How big is it? How popular is it?
- What is its leadership?
- ...

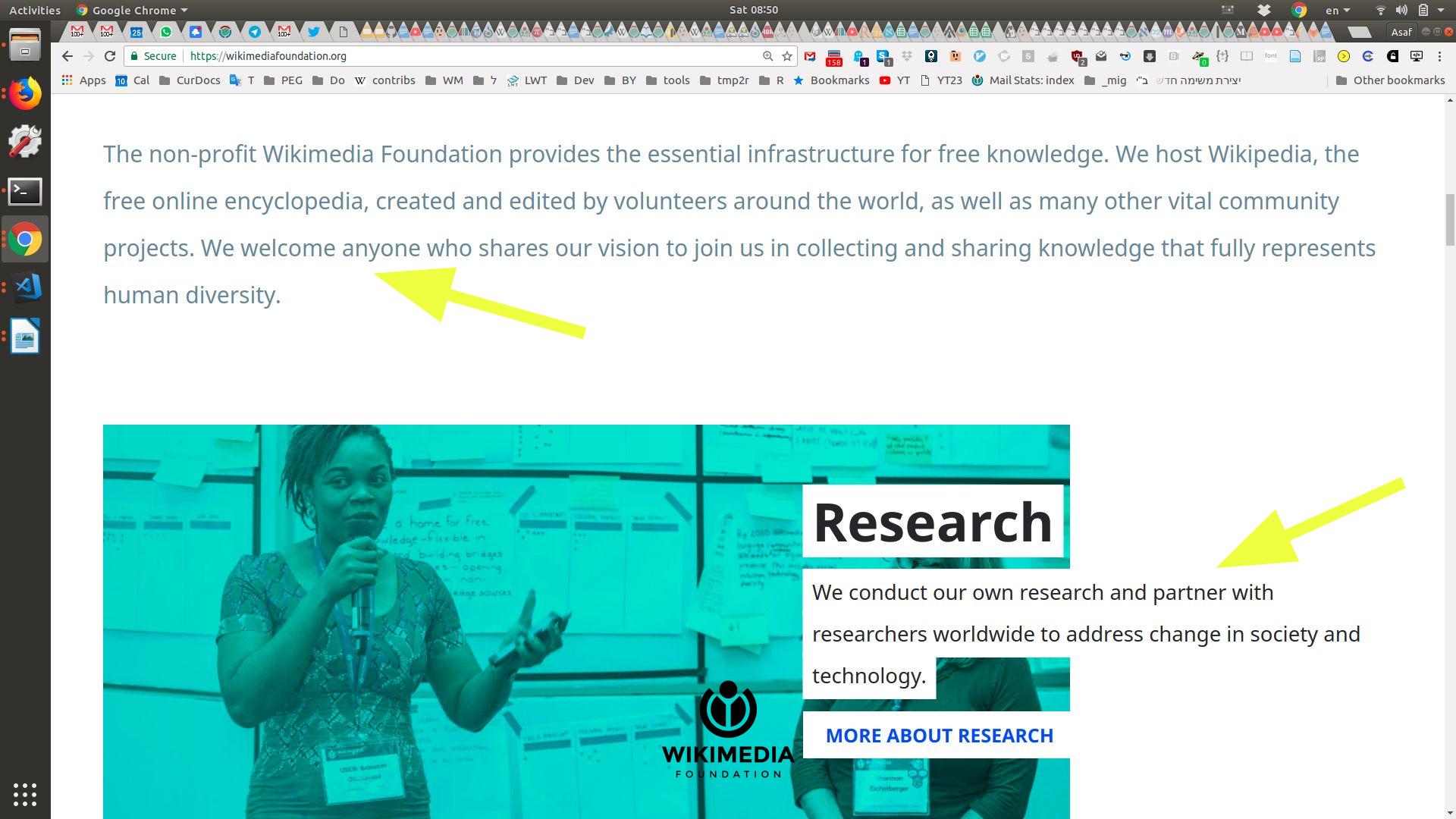


Languages: English



Imagine a world in which
every single human
being can freely share in
the sum of all
knowledge.





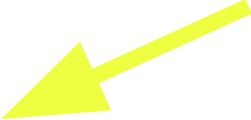
The non-profit Wikimedia Foundation provides the essential infrastructure for free knowledge. We host Wikipedia, the free online encyclopedia, created and edited by volunteers around the world, as well as many other vital community projects. We welcome anyone who shares our vision to join us in collecting and sharing knowledge that fully represents human diversity.

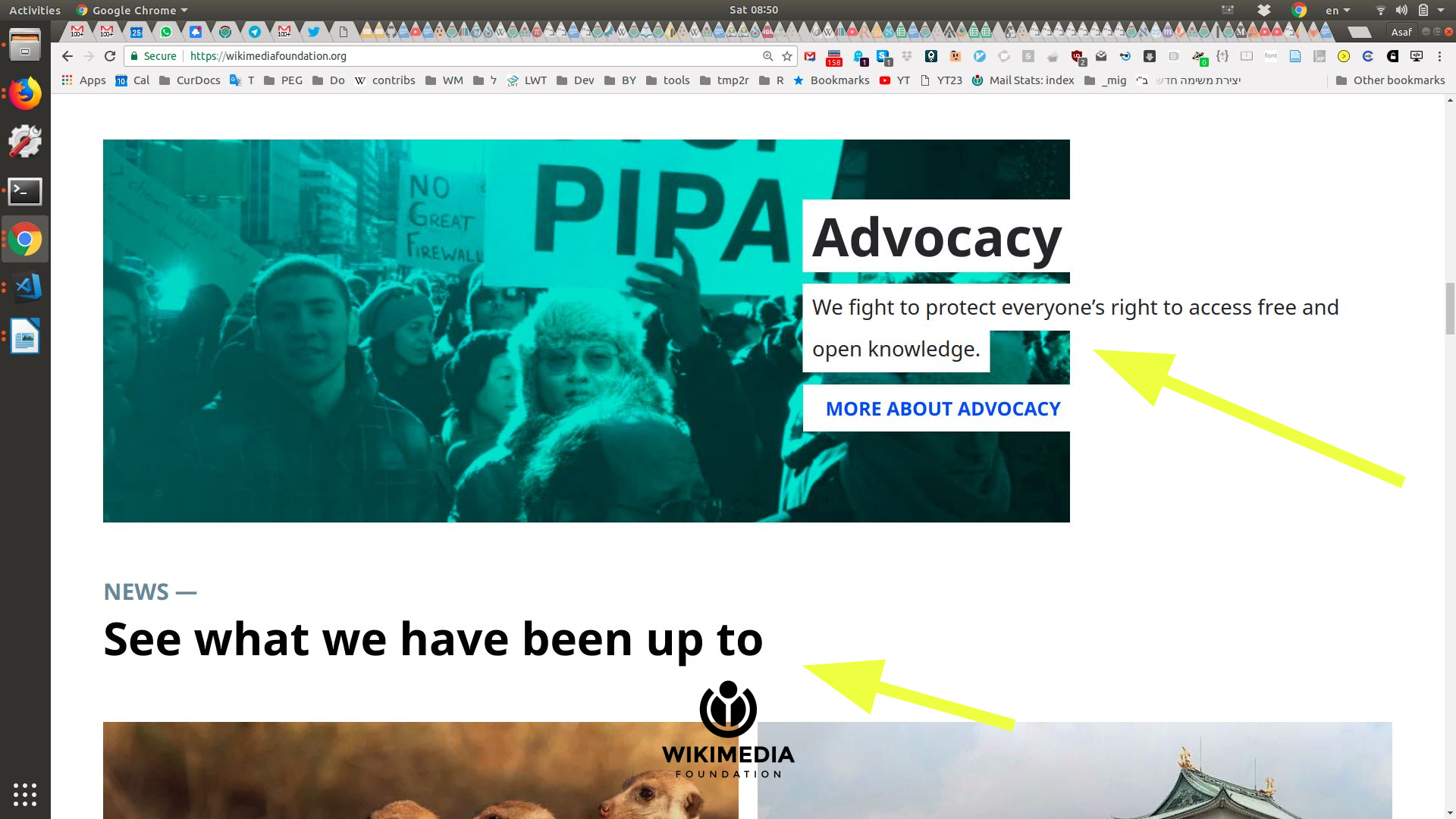


Research

We conduct our own research and partner with researchers worldwide to address change in society and technology.

[MORE ABOUT RESEARCH](#)

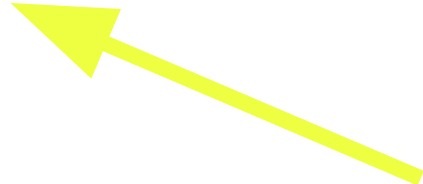




Advocacy

We fight to protect everyone's right to access free and open knowledge.

[MORE ABOUT ADVOCACY](#)



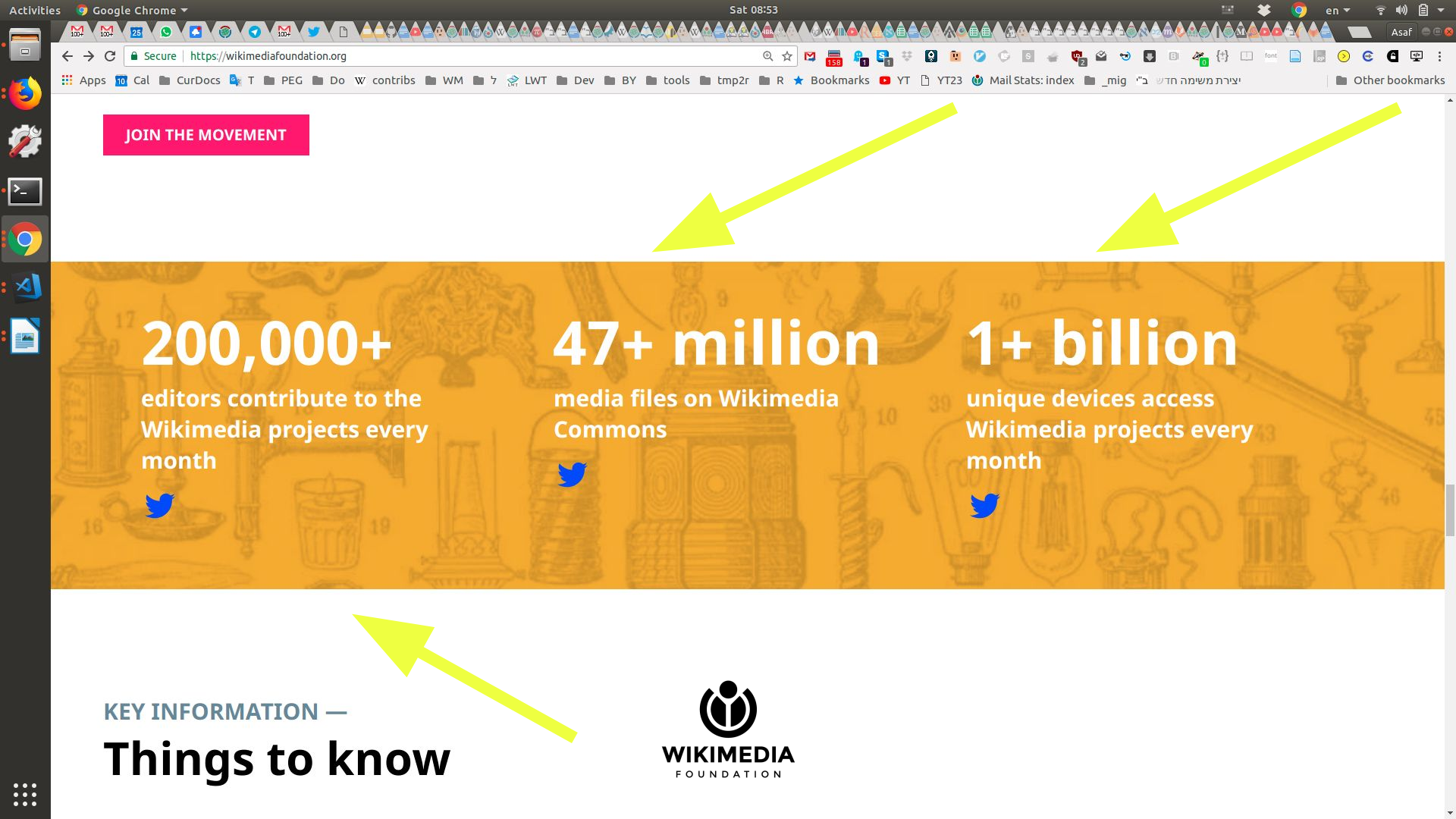
NEWS —

See what we have been up to



WIKIMEDIA
FOUNDATION





JOIN THE MOVEMENT

200,000+

editors contribute to the
Wikimedia projects every
month



47+ million

media files on Wikimedia
Commons



1+ billion

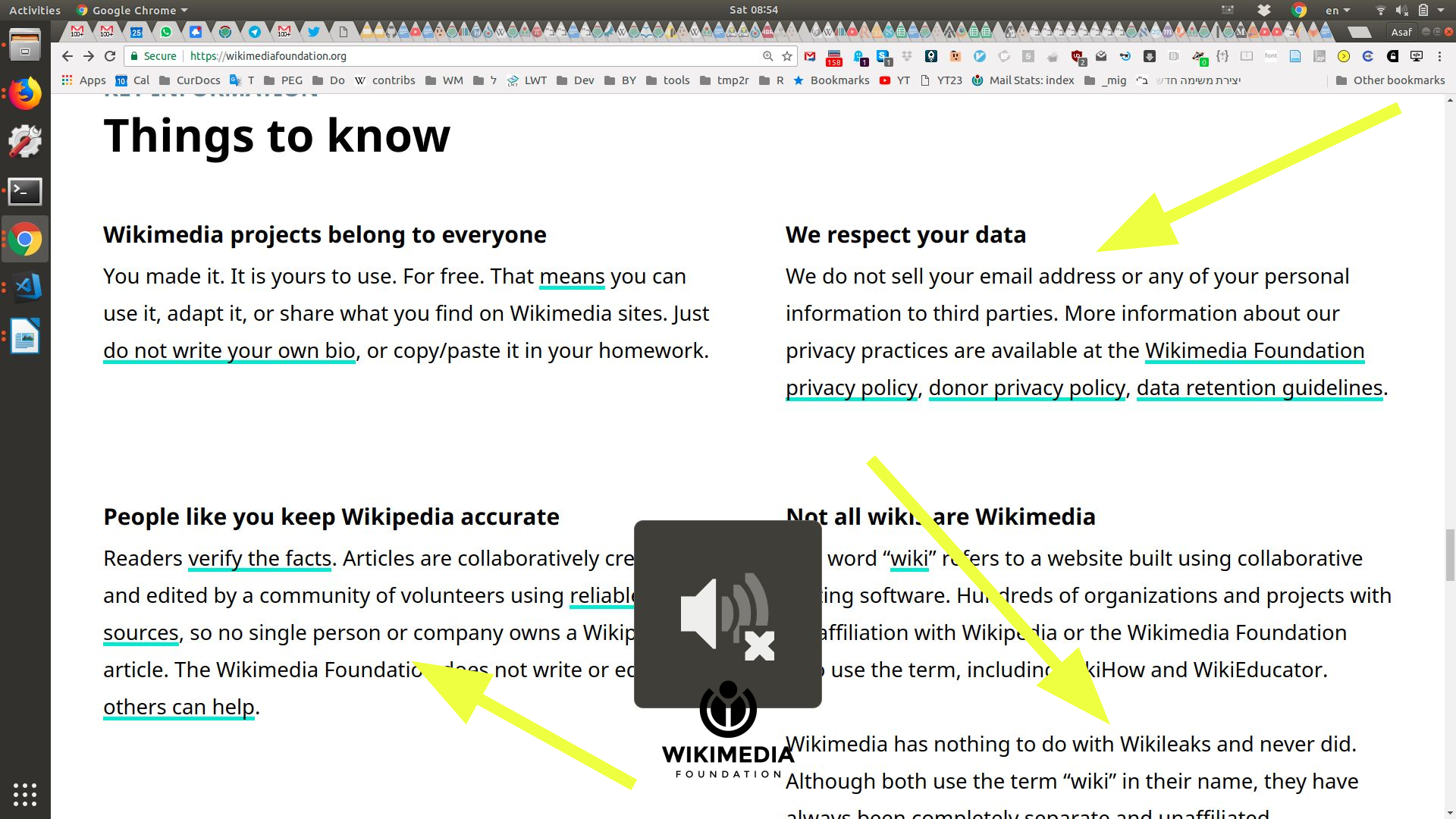
unique devices access
Wikimedia projects every
month



KEY INFORMATION —

Things to know





Things to know

Wikimedia projects belong to everyone

You made it. It is yours to use. For free. That means you can use it, adapt it, or share what you find on Wikimedia sites. Just do not write your own bio, or copy/paste it in your homework.

We respect your data

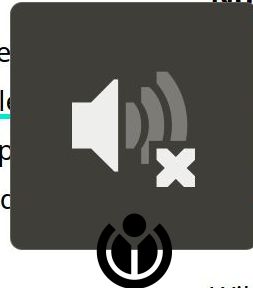
We do not sell your email address or any of your personal information to third parties. More information about our privacy practices are available at the Wikimedia Foundation privacy policy, donor privacy policy, data retention guidelines.

People like you keep Wikipedia accurate

Readers verify the facts. Articles are collaboratively created and edited by a community of volunteers using reliable sources, so no single person or company owns a Wikipedia article. The Wikimedia Foundation does not write or edit articles, others can help.

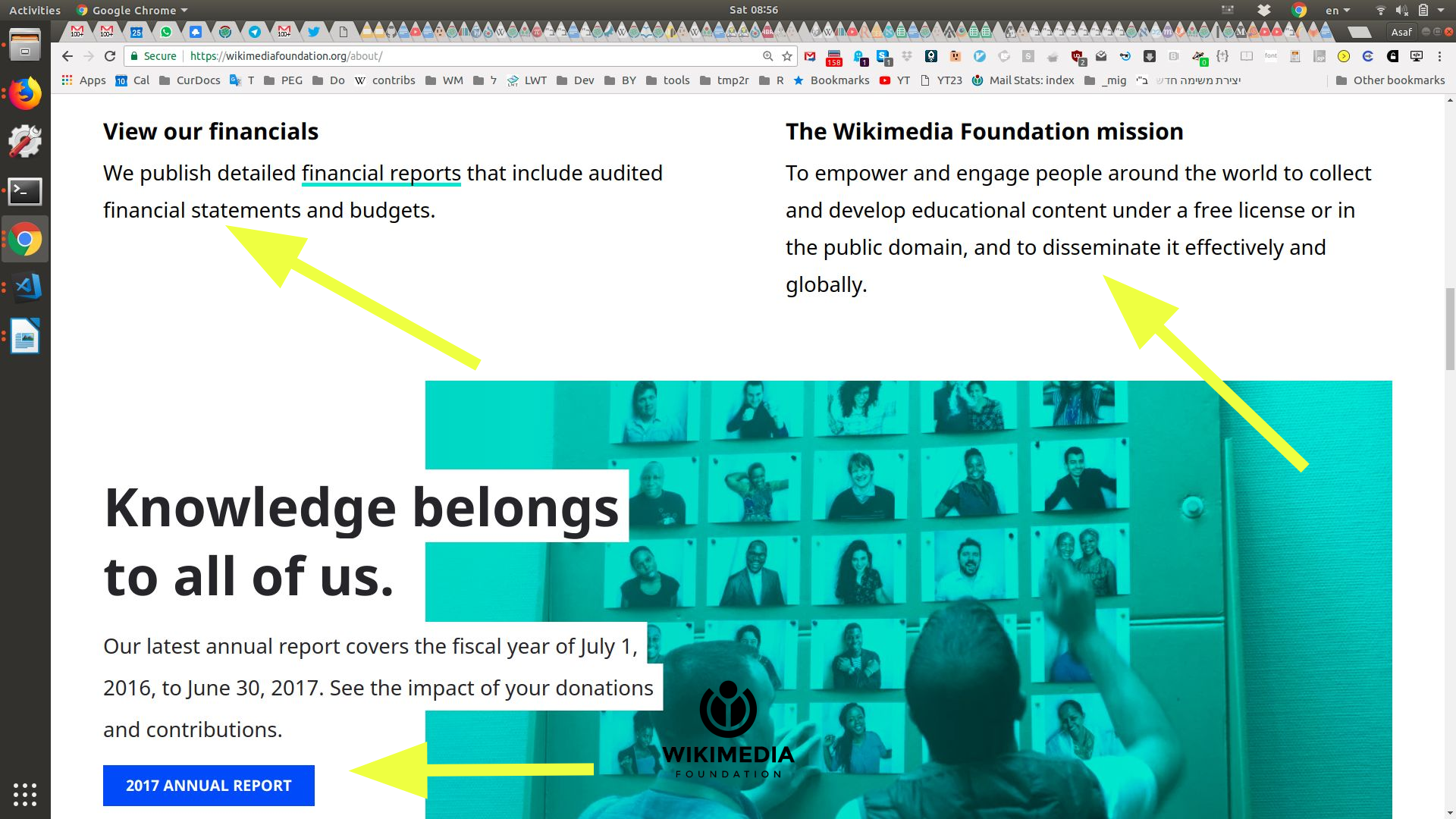
Not all wikis are Wikimedia

The word "wiki" refers to a website built using collaborative editing software. Hundreds of organizations and projects with no affiliation with Wikipedia or the Wikimedia Foundation use the term, including WikiHow and WikiEducator.



WIKIMEDIA
FOUNDATION

Wikimedia has nothing to do with Wikileaks and never did. Although both use the term "wiki" in their name, they have always been completely separate and unaffiliated.



View our financials

We publish detailed [financial reports](#) that include audited financial statements and budgets.

The Wikimedia Foundation mission

To empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.

Knowledge belongs to all of us.

Our latest annual report covers the fiscal year of July 1, 2016, to June 30, 2017. See the impact of your donations and contributions.

[2017 ANNUAL REPORT](#)







Example #2: VisitToUkraine.com

- What does this organization care about?
- What does it say it does?
- What is it proud of?
- How big is it? How popular is it?
- What is its leadership?
- What **shared goals** and **mutual benefits** might we have?
- ...



News

-  25.02 [The whole world in Ukraine: Top 10 places that resemble foreign destinations](#)
Enjoy Scottish vales and Austrian greenery in Ukraine! All possible with these Ukrainian places resembling foreign destinations giving you an opportunity to live your foreign trip dream without leaving...
-  04.12 [Kyiv Safe & Nice: How Much Does It Cost To Travel To Kyiv?](#)
With Kyiv being completely safe, its prices, people, food, culture and architecture made it an absolutely fantastic travel destination. If you are still wondering whether or not Ukraine is worth...
-  16.06 [Travels in an "eco" style – by Ukrainian paths](#)
The Ukrainian Carpathians are the ideal place for the travels in an "eco" style: find your own edelweiss flower, see the sunrise high in the mountains, take a rest with a fishing tackle near...
-  25.12 [Wintertime in Ukraine: unusual ideas for holiday-ma...](#)
To spend New Year and Christmas holidays in the Carpathians is a holiday with many new ideas. In addition to wonderful ski pleasure, the Carpathians offer extraordinary ideas: BATHING IN HOT SPRINGS, SKIING IN THE MOUNTAINS, and many more...

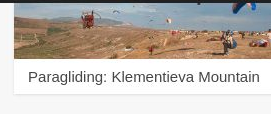
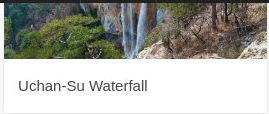
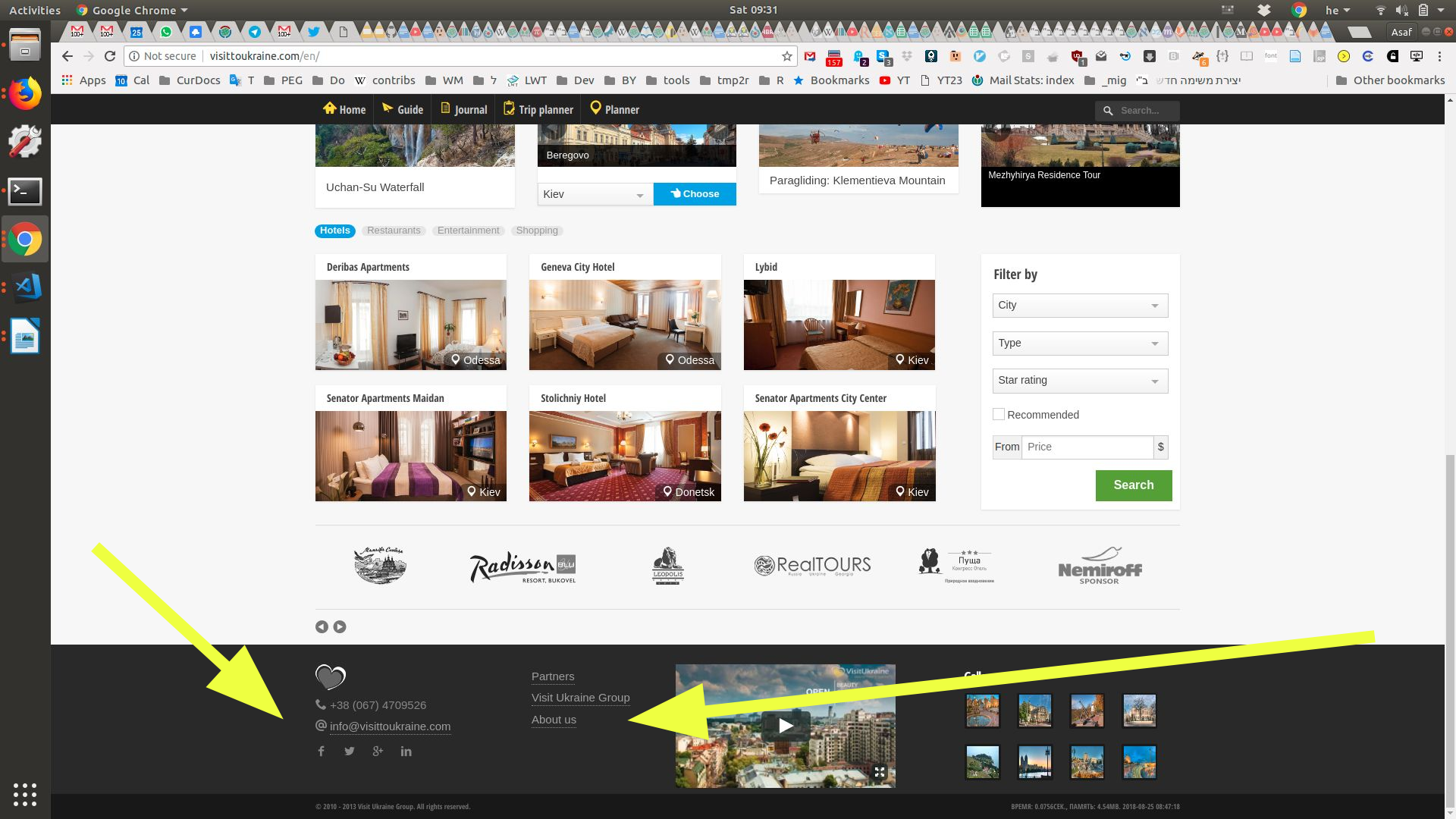
[guide to ukraine](#), [travel news](#), [visit ukraine news](#), [travel offers](#)...

 [All news](#)

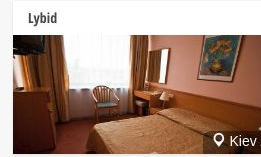
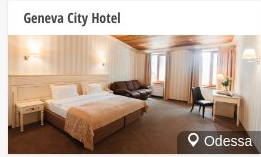
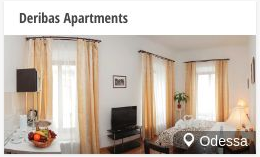
Events

There are no data

[Weather](#) [All events](#)



Hotels Restaurants Entertainment Shopping

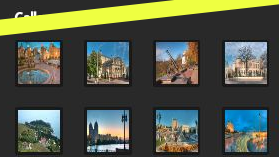


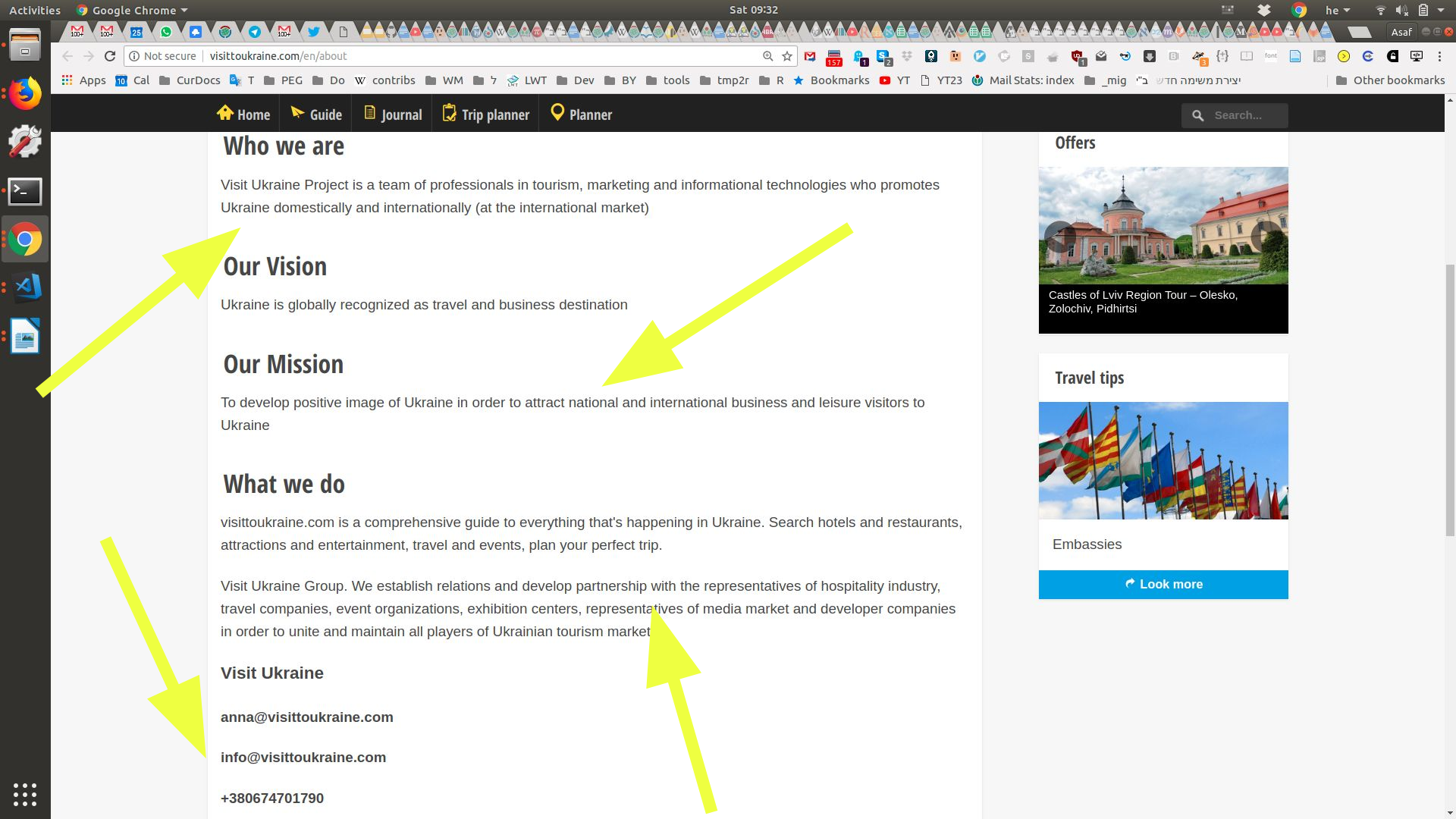
Filter by
City
Type
Star rating
Recommended
From Price \$
Search



Partners
Visit Ukraine Group
+38 (067) 4709526
info@visitukraine.com
Social media icons

Partners
Visit Ukraine Group
About us





Who we are

Visit Ukraine Project is a team of professionals in tourism, marketing and informational technologies who promotes Ukraine domestically and internationally (at the international market)

Our Vision

Ukraine is globally recognized as travel and business destination

Our Mission

To develop positive image of Ukraine in order to attract national and international business and leisure visitors to Ukraine

What we do

visittoukraine.com is a comprehensive guide to everything that's happening in Ukraine. Search hotels and restaurants, attractions and entertainment, travel and events, plan your perfect trip.

Visit Ukraine Group. We establish relations and develop partnership with the representatives of hospitality industry, travel companies, event organizations, exhibition centers, representatives of media market and developer companies in order to unite and maintain all players of Ukrainian tourism market

Visit Ukraine

anna@visittoukraine.com

info@visittoukraine.com

+380674701790

Offers



Castles of Lviv Region Tour – Olesko, Zolochiv, Pidhirtsi

Travel tips



Embassies

[Look more](#)



KYIV
EXPO
PLAZA

Exhibition
Center



ЕКСПОЦЕНТР
УКРАЇНИ

Exhibition
Complex



PREMIER
EXP

Exhibitions and
Conferences



Center of Ukrainian
Culture and Art



ЭКСПО
ЮГ
СЕРВИС

Exhibition and Tourist
Company



Key Working

Ideal working
place



ZOOVER

Travel and Holidays
Review



AEROPLAN

Informational & Travel
Magazine



Ukraine
City Card

Travel Guest
Card



RealTOURS

The Leading Ukrainian
DMC company



УКРАЇНА

Adventure and
Ecotourism Association



odessa*weekend

Tips for Visitors to
Odessa



Трускавець

Місто здоров'я

Official City Travel
Website



Visit Ukraine.eu

City Break Specialists
to Kyiv & Ukraine



GREEN TOUR

Incoming tour operator
in Ukraine - private and
small-group tours



Unique
Ukraine

Tour operator of
domestic and incoming
tourism



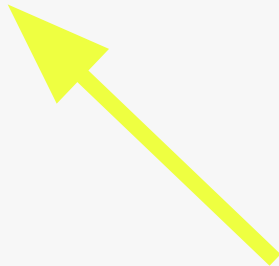
Romantic Travel

Travel tips




Customs and immigration

Look more





HOME / VISIT UKRAINE GROUP



Трускавець
Місто здоров'я

Official City Travel Website

odessa*weekend

Tips for Visitors to Odessa



LVIV
OPEN TO THE WORLD

Official city travel site



lviv.ua

Culture and tourism in Lviv

Travel tips



Customs and immigration

Look more



LUTSK
Discover the pleasure!

Tourist website of Lutsk



Chernivsi
unique in its variety

Travel webportal of Chernovtsy



ТУРИСТИЧЕСКАЯ
Одесса

Tourist Odesa



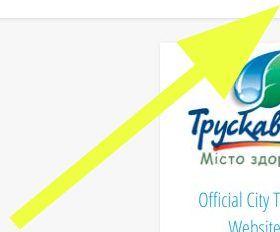
Турінфоцентр
Закарпаття

Informational center of Zakarpatie



КІЇВЩИНА
ТУРИСТИЧНА
ОФІЦІЙНИЙ
ТУРИСТИЧНИЙ САЙТ
ko-tourism.gov.ua

Tourist website of Kyiv region



Prepare the "pitch"

- Come up with possible **shared goals**
- Come up with **specific benefits** for the partner, and for Wikimedia
- **Derive actions** from the shared goals (joint actions, separate actions)
- Gather **supporting materials** (stats, videos, testimonials, examples, answers to FAQs)



Is the pitch ready? Ask questions:

- What are the benefits to them? To us?
- What assets does each side bring?
- What people on each side own the relationship? (accountability)
- Do we have the social, professional and cultural competencies to interact, negotiate and work with this partner?



Ask more questions:

- Who would make decisions? How would disagreement be handled?
- What is our role? What is the partner's role?
- In what ways is the community involved?
- Will content be available under an open license?

Identify contact point

- Easiest if some contact already exists, or identified by mutual third-party contact
- Official sites are a good start
- Spend time learning the structure and responsibilities within the partner
- Use an existing contact to figure out who **else** should be at the meeting



Identify contact point

- Pros and cons of larger meetings
- Partnering with Wikimedia often doesn't fall into existing workflows at the partner
 - May require a bit of exploration
- Schedule a first meeting (ideally) or a call
 - Manage expectations: "meeting to explore a possible partnership", "introductory meeting"

The first partnership meeting



WIKIMEDIA
FOUNDATION

The first meeting

- Be on time! Be prepared! Have your materials!
 - Nobody cares about excuses
- Bring the right people
 - e.g. if technical questions are likely to come, bring a volunteer with the technical know-how
- Be psychologically prepared!

Psychologically prepared?

- Whom do you speak for? What can you commit to?
- First meetings can be stressful; pressure to reach agreement, "success"
 - **This is your enemy.**
- What's your BATNA? (Best Alternative To a Negotiated Agreement)
- No partnership is a **perfectly okay** result.



Typical structure of a meeting

- The first meeting usually has informal structure:
- Small talk; **Introductions**
 - (wiki primer?)
- **Arguments** for collaboration
- Presentation of own **interests**
- Desc. a **possible collaboration**
- Discussion of potential **obstacles/risks**
- Reaching **agreement** / decision on **next steps**



The in-meeting Wiki primer

- Often necessary to explain our culture and some wiki terms
 - Explain how we work, what is[n't] possible (e.g. no article ownership, no non-free media on Commons)
 - **Don't** explain wiki syntax, arbitration processes, checkuser, etc.
 - Describe our culture of transparency and public discourse

The in-meeting Wiki primer

- As appropriate, include basic introduction to policies like conflict-of-interest editing, paid editing, biographies of living people
- Talk about content gaps - show stats and visualizations! - when discussing content donations or hosted/expert editing events
- Explain you are not "Wikipedia"; explain you don't control the community

The in-meeting Wiki primer

- Explain and manage expectations around timing
- Answer any questions they may have
- Often partners have FAQs, or just a particular issue ("I tried editing once..."; "why is there no article about my grandfather?")
- Be careful not to get carried away! The meeting is time-bound!

Arguments for Collaboration (GLAM example)

- Presence (content, backlinks, stats [show!])
- Findability (SEO, possibly other languages)
- It's a thing, and world-class institutions are already doing it
- Wikimedia is part of the modern information landscape

Arguments for Collaboration (GLAM example)

- Free re-use of content/data promotes unforeseeable innovation
- Public interest and your educational mandate
- Metadata improvements, feedback

Speak your partner's language

- Align yourself as much as possible to your partner's mission, goals, vocabulary
- E.g. Libraries care about authority, accuracy, accountability
 - They may perceive Wikipedia as chaotic, "anything goes", low-quality
 - Explain quality processes on Wikipedia

Speak your partner's language

- Libraries also consider themselves sites of preservation **and** public access. Discuss how much **more** public access can be achieved working with Wikimedia.
- Remember to value the partner and their work and expertise. We are looking for a relationship utilizing our respective strengths!

Offer more thorough education

- Once the conversation starts, partners may want to learn a lot more about Wikimedia; they may want their colleagues to hear this too
- Offer to give a talk at the partner's office, to any interested staff, on How Wikipedia Works

Offer more thorough education

- Partners may express an interest in "editing workshops" when they may really just want to understand how it works. **Teach principles, not mechanics:** NPOV, sourcing; not what a diff is or how to create a table.
- This general talk may win you new supporters at the partner!

Partner education: resources

- [An event model for teaching about free licenses, from WMDE](#)
- This general talk may win you new supporters at the partner!

Describe our own interests

- It is trust-building and encouraging to be open and honest about our own interest:
 - "We are interested in partnering with you because you hold the biggest collection of historical photos in the country! Access to those photos would really enrich our encyclopedia!"

Describe our own interests

- "We are interested in recruiting new volunteers, and offering training at your university is likely to get some of your students interested in volunteering with us."
- "We need access to a venue to hold our training events at."

Describe a possible partnership

- Begin with a brief summary of the main actions, and main outcome, of the partnership. This should take no more than a minute to say!
- After the brief summary, if there are no immediate questions or concerns, go on to describe your prepared sketch of a project.

Example summary pitch

"We would like to improve the coverage of this museum on the Wikimedia projects. Perhaps we could discuss releasing photos of the 100 most important objects under a free license, and having a multi-lingual writing competition about related topics? This would improve the encyclopedia in several languages, and provide exposure to the museum via links back from each photo."

Evolve and revise the plan

- Pay attention to the partner's responses to your proposed project. **Listen** as hard as you can:
 - What do they like?
 - What are they concerned about?
 - Did something trigger them? Why?
- Respond to expressed concerns; invite unexpressed questions; repeat that it's a sketch and open for revision.

Resist as necessary

- Sometimes a partner would suggest things that make sense to them but aren't acceptable to us
 - "Can we 'freeze' the articles once we're happy with their quality?"
 - "How about we give permission just to Wikipedia itself?"
- **Politely** explain why that won't work. (BATNA!)

Committing

- Usually, a negotiation includes proposed commitments
 - Be **very** careful with commitments! **Can** you commit to this? If not, can you commit to something close-enough?
 - Check your resources very carefully. e.g. If you don't have volunteers ready to give a How Wikipedia Works talk at the partner's office, you mustn't commit to it.

Dangerous promises

- Avoid any promise for **particular articles or particular content** in articles; explain process
- Avoid any arrangement that would **prevent responding to community concerns**
- Avoid any **exclusive commitments** (e.g. promise to work **ONLY** with that partner in that field)

The meeting is almost over!

- At some point, it's time to end the first meeting. If the discussion went well, and there's still interest or even enthusiasm, **agree on next steps:**

The meeting is almost over!

- Sometimes the partner would ask for "all this in writing".
 - Be prepared! Don't take more than 48 hours (ideally) to a week to send the written proposal.
- Schedule a next meeting, or at least agree on who's in charge of scheduling it;
 - if it's the partner, and nothing happens for more than two weeks, ping them politely anyway.



The meeting is almost over!

- Make sure the right people are present for the next meeting:
 - Perhaps the partner representative's boss? [you might need to work your way up] Or a tech person?
- Show up to the next meeting with any adjustments already made
 - Any notes you made during the first meeting, changes to language or the pitch, should be fixed.



Do we need a contract / MoU?

- Not necessarily. (WMF won't require it.)
- Formality is okay, and sometimes useful. Sometimes just necessary. A good idea if **exchange of money** involved. Also useful to have a record of the mutual commitments.
- **Ideal** agreement - **CLEAR** but not formal
- Example MoU template from WMF:

https://meta.wikimedia.org/wiki/Meta:Partnerships_%26_Resource_Development/Memorandum_of_understanding_sample_template

...or not!

- **when to say no:** no capacity on our end; unattractive/uninteresting to volunteers, or:
- **WARNING SIGNS:** seeking unacceptable control; refusal to release under free license; tight deadlines; seeking to immediately bank on our brand; no benefit to us; conflict to our mission (e.g. censorship, propaganda)

...or not!

- **how to say no:** be polite; explain (briefly!) why the partnership won't work for us. If decision made after the face-to-face meeting, pick up the phone, or write a polite letter, as appropriate.
- Best if we say in advance that there are certain conditions to be met if a partnership is to succeed (e.g. sufficient volunteer interest)

Tips and best practices



WIKIMEDIA
FOUNDATION

Tips and best practices for running partnerships

- Start small and safe; build trust; eventually, reputation!
 - Have some small event formats or activity "recipes" ready
- Have a "plan B", or at least a graceful way to back out. Be open about single points of failure on your side.

Tips and best practices for running partnerships

- Provide regular feedback to the partner by sharing stats and data on their contribution. Same to the community.
- Maintain clarity of roles, not just between the two sides, but within our side.

Tips and best practices for running partnerships

- Use your support network!
 - WMF, other affiliates, volunteers who have done this before
 - (Remember: WMF doesn't want only perfect results and good news. WMF wants to help you deal with difficulties and learn from failures, too.)
 - Lots of documentation! e.g. [Commons's partnerships guide](#).

Tips and best practices for running partnerships

- Announce the partnership! Spell out the benefits to Wikimedia; spell out the expectations. Don't assume everybody knows!
- Keep the community (even people not involved) updated
- Maintain **trust** from the community.

Conclusion



WIKIMEDIA
FOUNDATION

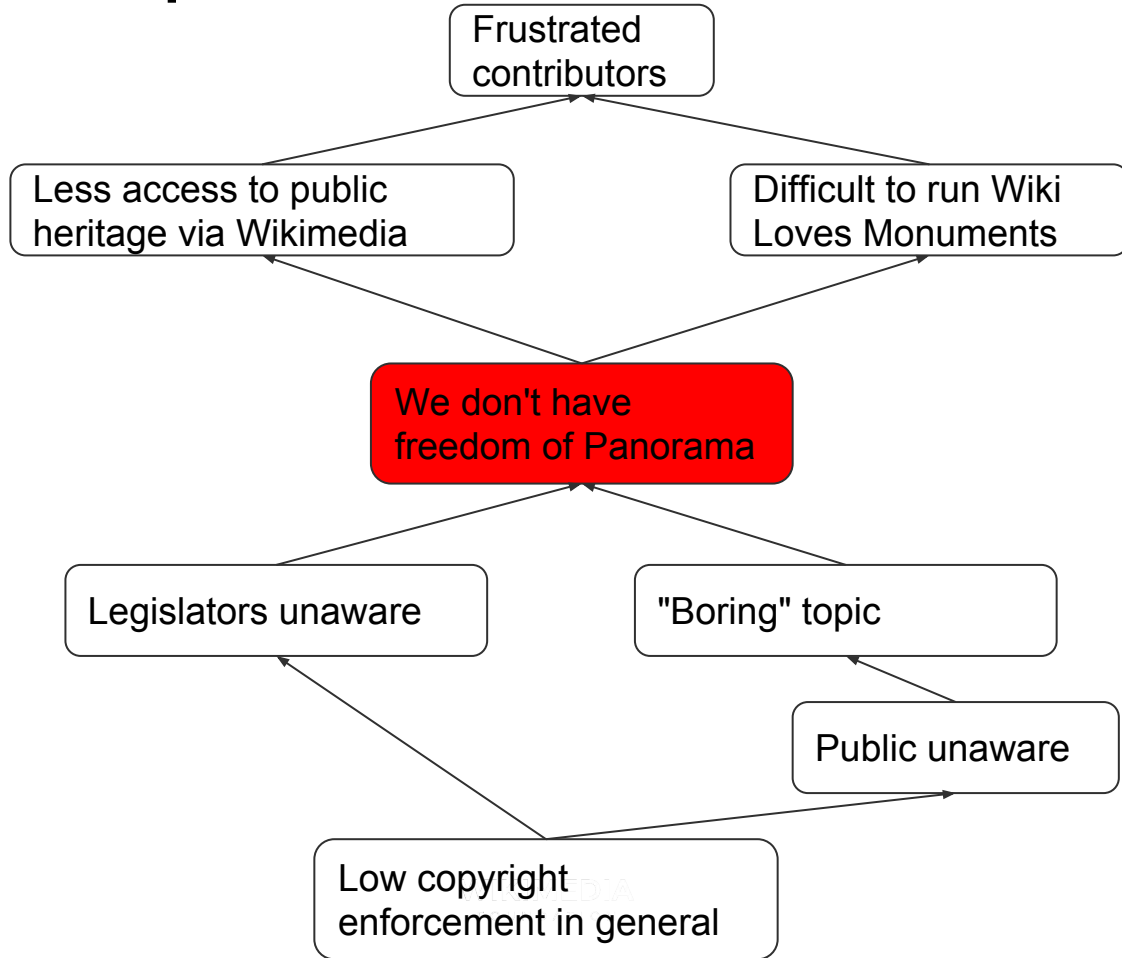
So, should we pursue partnerships?

- Absolutely! Provided:
 - You have clarity on shared goals and mutual benefits
 - You have a plan (and ideally a plan B)
 - You have community support (even silent support)
 - You are prepared to represent the Wikimedia projects
 - You have resources to fulfill your obligations
- What if we don't?

Tool: Problem/solution trees

1. Build a tree with the main **problem** as the trunk, the **causes** (primary and secondary) as roots, and the **consequences** of the problem as branches
2. Then **reverse** the negative statements, creating a **solution tree**
3. Look at the solution tree and **evaluate** practicality and priorities, deriving a strategy toward a solution.

Problem tree example

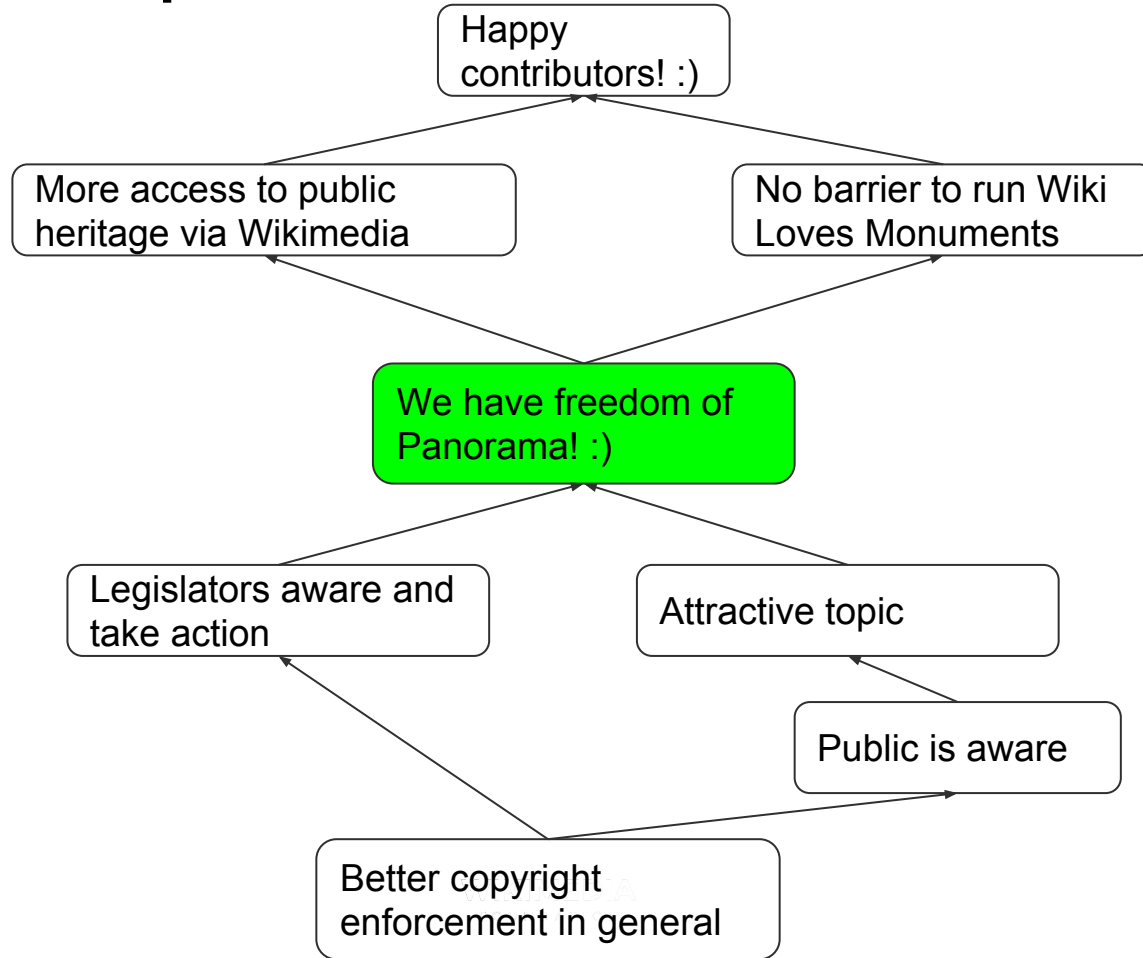


Let's reverse this!

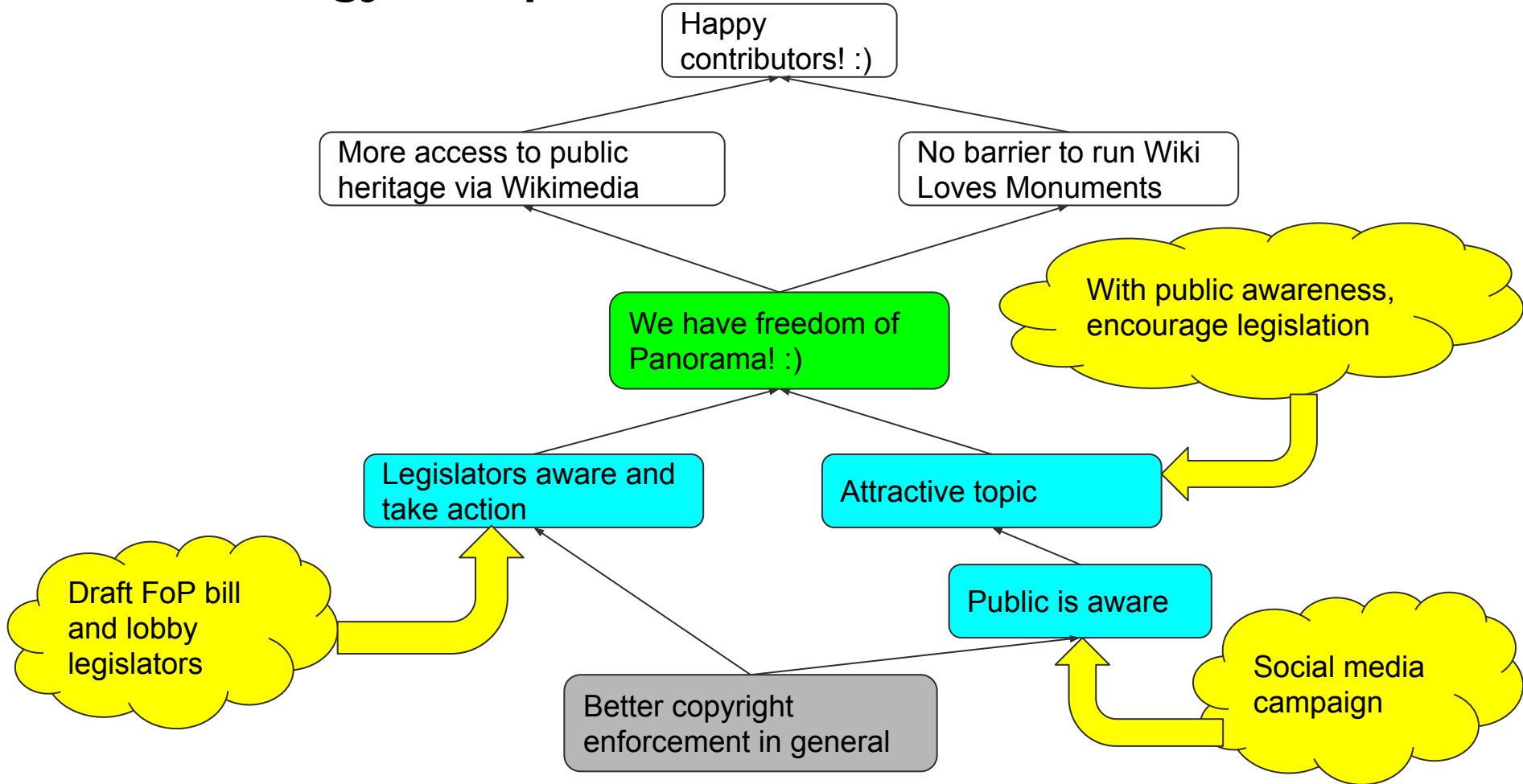


WIKIMEDIA
FOUNDATION

Solution tree example



Derived strategy example



Exercise



WIKIMEDIA
FOUNDATION

Exercise: Problem/solution trees

In a group, and **with a view to partnerships**, try to (briefly) build a problem/solution tree for one problem in your community:

- What is the problem?
- What are the causes and sub-causes?
- What is the impact?
- What are some solutions?
- Which would you actually pursue? Why?



Helpful contacts

- Your community's WMF grants program officer
- partnerships@wikimedia.org
- GLAM, Research, or other partnerships including access to collections or content:
astinson@wikimedia.org
- For education partnerships, contact:
nsaad@wikimedia.org

Thank you for your attention

Did you learn something?



WIKIMEDIA
FOUNDATION