

Wikimedistas UY

# LATAM HUB DISCOVERY

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01

STARTING POINT

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## WHICH NEEDS TRIGGER THIS PROJECT?

# UNDERSTANDING THE NEEDS AND EXPLORING ORGANIZATIONAL MODELS FOR THE LATIN AMERICAN HUB

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This project moves towards the direction set in **Initiative 26 of the Wikimedia 2030 strategy**: creating thematic and regional “hubs” as part of the priority initiatives for coordinating Wikimedia worldwide. These regional hubs have been part of the organization’s strategic discussions for years, playing a particularly relevant role in **the search for equity in decision-making processes**.

Our information suggests a high level of agreement on the need for a regional structure. However, **its specific implementation is not that clear**—its fine print, in a sense—: mission, purpose, functions, accountability, and governance mechanisms are not as clearly defined. Therefore, this study aims to collect, analyze and synthesize the opinions and positions of the **Latin American Wikimedia community** regarding the operation, roles, and potential scope of the Latin American hub.

**This information is valuable for two reasons**: it provides insights, which can be strategically helpful and serve as guidelines for implementing the hub, and it is part of an inclusive process that seeks to join diverse community voices in a consensus that has been constructed collectively. Based on our research experience and the analytical work done for the Arabic-speaking community, we set out to answer these questions through a research study whose main outlines are defined below.



## OBJECTIVES

- To fully understand the community's needs, concerns, and expectations concerning the creation of a Latin American hub: Which specific needs would it meet?
- To consider the hub's creation in the local context: how could it complement existing initiatives?
- To guide the adaptations the model needs to be implemented in the regional context: how to implement it in a relevant and appropriate way to the regional contexts and cultures?

02

METHODOLOGICAL  
DESIGN

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## Overall design | Two complementary research modules

Based on these concerns, we have proposed implementing **two independent** but consecutive and complementary **research modules** that combine various techniques.



### module 1

+ In-depth online interviews

## Exploring and empathizing

**Conversation and data capture** stage: data needed to gain perspective, acquire in-depth knowledge, and drive evidence-based decisions.

### module 2

+ Online survey

## Measuring and prioritizing

**Quantitative data collection** stage: data needed to provide a granular and representative view of the learnings or hypotheses triggered in the previous stages.



**One research problem, two approaches.** This design is enriched by the synergy between two research techniques: a first approach to fully understand the concerns of the community and a second instance—already nourished by the lessons learned from the interviews—providing a quick and synthetic perspective on the prevalence of these concerns in a broader sample of the collective.

## Stage 1 | Technical and methodological aspects



### module 1

+ In-depth online interviews

# Exploring and empathizing

**Conversation and data capture** stage: data needed to gain perspective, acquire in-depth knowledge, and drive evidence-based decisions.



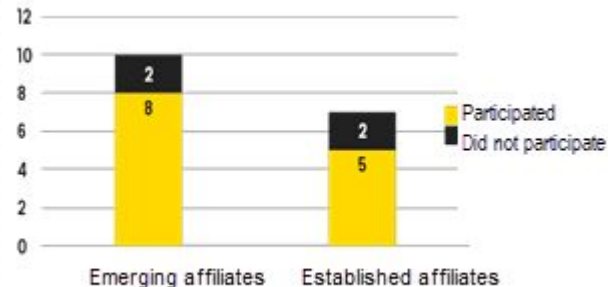
**Fourteen interviews with 18 participants in total**, including representatives from different chapters and user groups from the LAC region and Europe.

**Participants were invited publicly and openly**, taking advantage of existing networks in the community.



Each meeting lasted approximately 60'-75'. The discussion guide agreed with Wikimedistas UY and the team was used.

Sample distribution



03

RESULTS ANALYSIS

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# Agenda

## 1 Towards a definition of purpose

- First reactions/responses
- Three potential development paths
- Relevant anchors

## 2 Operation coordinates

- Organization
- Authority
- Composition
- Governance
- Precautions

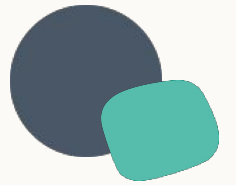
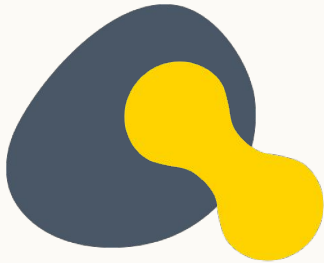
## 3 Inspiring experiences

- Annual campaigns
- Iberocoop



# TOWARDS A DEFINITION OF PURPOSE

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## First reactions | Ambiguity and lack of understanding

Overall, the starting point is not optimistic: the interviewees **lack knowledge and precise information about the initiative** because of specific communication issues and structural features of the Wikimedia culture...



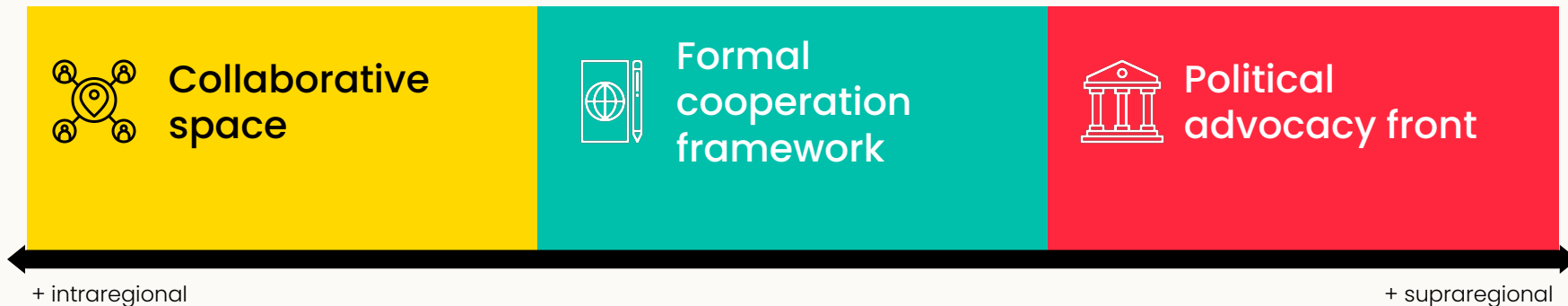
“ The reaction was, well, not understanding anything, not having anything, and even when you always get this feeling in the wiki world, which is that there’s much information that you are missing, let’s say it’s an idea that goes way back, from people who are historical in the movement... But it was always something like that, like shooting in the dark.

“ We understand what a hub is, but in this particular case, we don’t know the guidelines to follow well, what it will be about, or its nature. So we are looking at potential strategies and plans of action, but based on nothing, that specifically and in a straightforward way.

“ One of the problems is that we are not clear about what a hub is because, for example, in a chapter, you know exactly what the mission, the objectives, and the vision are... We may have discrepancies or disagree, and sometimes, we may go this way and that way. Of course, there are arguments, which is normal, but we are clear about the objective, the mission, and what must be done. Now, we don’t really understand what a hub is or know precisely how it would be helpful.

## Towards a definition of purpose | Three potential development paths

However, regardless of this blurry starting point, the initiative does **manage to awaken and motivate the community based on three potential functions** that complement each other organically...



## Hubs as collaborative spaces

The people interviewed imagine hubs as **a space for disseminating and sharing practical, technical, and material resources** with different groups or chapters.

This concept is akin to **an institutional repository or archive that helps (and inspires!) other community stakeholders** as it compiles and communicates best practices and good experiences.

Fundamentally, this meeting place enhances the community's overall capabilities, bridging and balancing the disparities in scope and budget between “powerful” or well-resourced organizations and other smaller, less visible organizations.



“This is happening to me,” but it is not the same as when you see it as a region or think about how other regions solve the problem because sometimes that same sense of cooperation and dialog can help you find solutions.

It seemed interesting to me that there should be a structure linking all the chapters and bringing together resources, exchange, capacity building, and exchange of resources in every sense of the word... It would be ideal to have all this when you want to develop some project. I think it would be exciting.

A place where we can exchange information. So, for example, a small group comes to you and says, “Hey, look, I want to organize a workshop, and I don’t know how to do it,” and you say, “Well, look, here is the video.” In fact, chapters do just that; they write articles, videos, and things to teach others how to organize activities or guides.

## Hubs as collaborative spaces

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To create collaboration networks, a collaboration that not only exists and impacts projects or activities to create more content but also serves to train each other, share resources, and build and strengthen capacities. The movement has much knowledge... A lot of knowledge and acquired capabilities... And this knowledge has to be valued; we can make it shine and shine and circulate among us in the movement itself. So, the idea of creating these spaces, hubs, or collaborative networks is also like recognizing and redistributing the knowledge and capacities that the movement itself has for the movement and with the movement.

“

The number of resources focused on the community is quite large. Unfortunately, we are not at the top of the list. We will come in second or third to access those resources because there are situations or places in the world that are much more precarious than us. But I believe that the hub would not necessarily be a counterforce, but it should be a meeting point to build capacities and a meeting point to connect. I think it is about creating a space, a meeting point for the affiliates to discuss things and build capabilities or address topics where those topics and abilities are lacking.

“

Other activities and actions inspire us in different places, and we can inspire others to take action... There are so many, so many editors out there, and there are many who only edit Japanese soccer players or porn actresses...

“

It seemed interesting to connect with other chapters that were developing projects or could potentially develop projects similar to ours... Locally, there was a lot of talk about this potential Latin American hub, so again, we faced this dilemma about whether it is territorial, linguistic, or thematic.



## Hubs as a **formal cooperation framework**

Also, the participants speak of the hubs as an “**evolution**” of the **relationships between chapters and user groups**; relationships that, in many cases, are arbitrary/whimsical and motivated by bonds of friendship between volunteers.

According to the interviewees, hubs could provide **a more formal and institutional cooperation framework, with more transparent rules**, rights, obligations, and responsibilities, in more transparent dynamics than the current scenario.

While the autonomy of each organization must be considered, **specific online and offline trans-chapter and supraregional tasks should benefit from** a better-articulated action framework.

“ The initial aim of creating a hub was to formalize the relationship between chapters or affiliates. So this formalization was the natural next step. It also happened when the foundation introduced specific changes to group affiliates according to geographic criteria.

“ We already have a meeting space every year, but it is only active during the annual campaigns. It is like a thematic hub and is made up of people who are already in the movement. Can this interaction space be formalized? Why can't it be a hub? Why can't we organize thematic activities and share experiences? It would be interesting for us to have a more formal space. It means evolving.



## Hubs as a **political advocacy front**

Finally, the people interviewed also value the hub as **an opportunity to become more visible and robust** in the eyes of relevant stakeholders.

In this line, **two partners, in particular**, are considered:

- **Wikimedia Foundation.** The people interviewed think that the Foundation pays limited attention to the region, in general, and that is why a united front could help reverse Latin America's position as a neglected region.
- **States and GLAM institutions.** By joining efforts regionally, the hubs could work as lobbying instruments to achieve their objectives (whether for public policies or minor issues such as access to art collections, for example).

Potential interaction with multilateral organizations (IADB, for example) is also mentioned, though marginally.

“ I understand that they are power centers, let's say, that they allow people to join forces, that what they do is to bring together the realities of this part of the world, let's say, of everything that is the south... To join forces and realities is more or less similar to the Global North guidelines from the Wikimedia Foundation. It would be helpful to collaborate in that conversation, which includes too many aspects, is halting, very... I can't find the word. Obviously, I also think of it as a cooperation system in this same region to become stronger from the grassroots.

“ It has to do with economics, mainly with finances, how resources are distributed. For example, in the Wikimedia movement, Europe and the United States receive millions of dollars. We receive much less. So, how resources are distributed concerns the lobbying that can or cannot be done, so having a group, a regional hub, can make us stronger... I want it to strengthen the Latin American presence in the Wikimedia movement.



## Towards a definition of purpose | Relevant anchors

However, these potential paths not only tell us about the specific expectations around the hubs. If we analyze them, we can trace specific “pain points” in the link between the participants and the Wikimedia ecosystem; in other words, this is how the hubs could become valuable and relevant: as an opportunity to mitigate these non-positive aspects...



## Towards a definition of purpose | Relevant anchors

### Resource asymmetry and fragile institutional memory

Weak coordination and professionalism

Lack of visibility and impact on decision-making

Why is it relevant to have a specific space for meeting and collaborating?

- **To smooth out intraregional asymmetries.** Due to the differences in size and scope among the various regional stakeholders, with chapters that have more resources, experience, and reach and user groups that are part of marginalized communities, for example, it would be **a way to take advantage of the strengths and know-how of the more experienced ones** to collaborate with and encourage the smaller and newer ones.
- **To preserve our institutional memory.** We live in **a context of multiple internal positions**, where each community member usually has more than one relevant role. Therefore, community development relies excessively on individuals whose departure implies a substantial loss of human and technical capital.

“ They seem to be the same people; they take on many roles simultaneously... And that creates something very harmful, which is like, well, you have all the institutional memory and are the only one who knows what the discussions are about. How do you build such a bridge with the foundation that many people have supported for some time? That bridge should be made more as institutions and nodes than individuals because that is what the movement is about, becoming strong as a space and region rather than as individuals.

“ The larger groups, or those with a longer tradition of having permanent staff, have the people they need and could devote some time to building and communicating their experiences. Some of us didn't have as much capacity because there was no budget... I think that this relationship also prevents other groups from growing. If we had a hub, it could be balanced, and we could continue learning from groups with a richer tradition. We might even have a modality that gathers everyone's experiences and where all the participants can be seen with the same importance, so to speak.

## Towards a definition of purpose | Relevant anchors

Resource asymmetry and fragile institutional memory

Weak coordination and professionalism

Lack of visibility and impact on decision-making

Why is it relevant to have a formal collaboration space?

- **To strengthen coordination within the region.** Another impact of the multiple internal positions of the community: nowadays, the articulation between the regional teams seems to **rely on the network of contacts, relevant people**, where articulation goes hand in hand with the soft networking of specific stakeholders, with few institutional facilitators.
- **To formalize and professionalize relationships.** These dynamics seem to **end up transforming integration efforts into “friends’ clubs,”** where the political, programmatic, and strategic discussion is charged with rather emotional, social, and intersubjective tensions that hinder decision-making and can weaken the overall impact of actions (cf. “Iberocoop,” below).

“ It’s like people are trying to ingratiate themselves: whatever this person says is fine, and there is no political discussion about why we have been working this way. Today, “this is what so and so said” is authoritative enough... But we are not a group of friends. I think that little by little, it became just that: in the region, it simply became a group of friends. So, when discussing rights and obligations, though it may sound harsh, you need to forget that you are talking about a friend who is having a hard time: this is a job, and you must respond accordingly. The movement sometimes stagnates for many years as the same names perpetuate. That is what I mean when I say we need regional support because we really want to do it, not just because you like the person in charge.

“ Then very few people find out about it, and it ends up being the same people who participate in the activities. This is something that happens often in many self-organized communities.

## Towards a definition of purpose | Relevant anchors

Resource asymmetry and fragile institutional memory

Weak coordination and professionalism

Lack of visibility and impact on decision-making

Why is it relevant to have **a political advocacy front**?

- **To impact decision-making** The collective impact of the region's grouped and integrated communities is **much larger than the sum of the parts**, whose current fragmented individual efforts seem to have a relatively weak impact globally and on the Wikimedia Foundation's decision-makers.
- **To strengthen our regional image and visibility.** Likewise, communicating and disseminating information as a regional bloc **will extend the reach of the actions undertaken by LAC** because the region becomes more substantial and integrated. As already pointed out, this consolidation may help us approach GLAM institutions or multilateral organizations that can provide more significant support and have more authority.

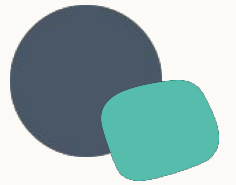
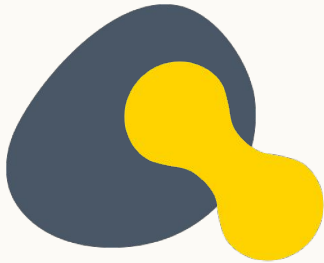
“ Also, some communities have complained in recent years or pointed out—with some suspicion—that the Foundation was centralizing many resources in the broad sense of the word, not only financial resources... This structure, these networks could also become parallel structures and rekindle this collaboration.

“ It seems that all these lessons we have learned, these lessons, this effort we make, are not visible and are not integrated into the knowledge of the movement in the region. Several times I have suggested creating a space where we can get together and hold a small virtual event where everyone presents their partial and final reports to learn about what they are doing and their lessons learned and learn from them. The other spaces where we meet are only for coordination purposes. We don't know precisely what people focus on.



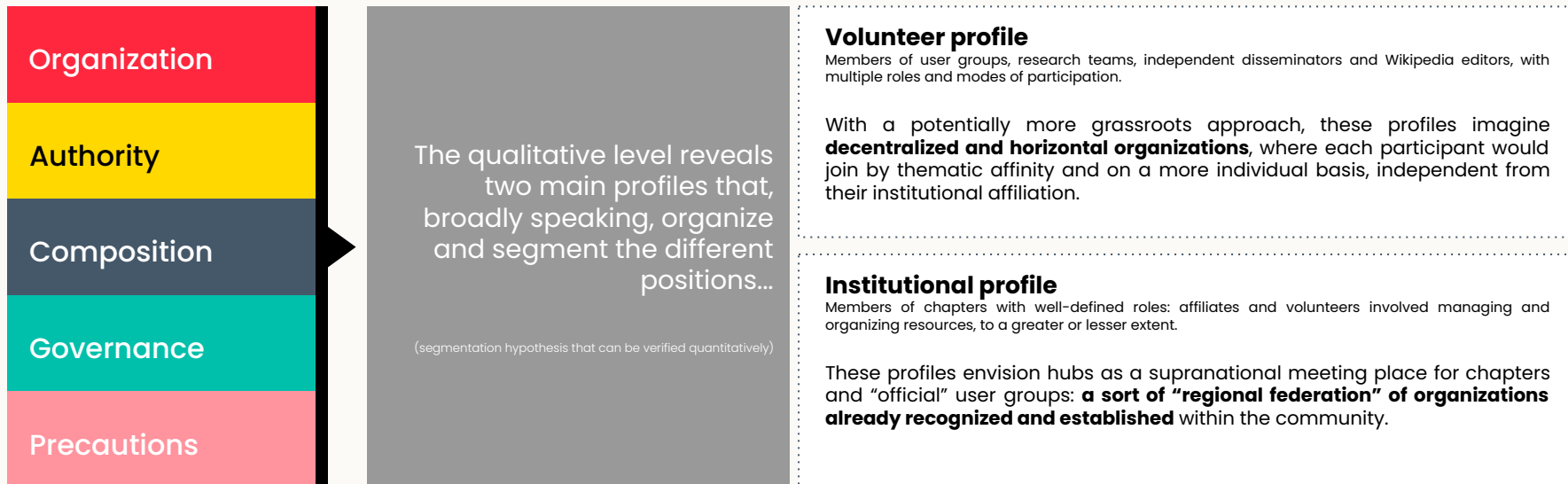
# OPERATION COORDINATES

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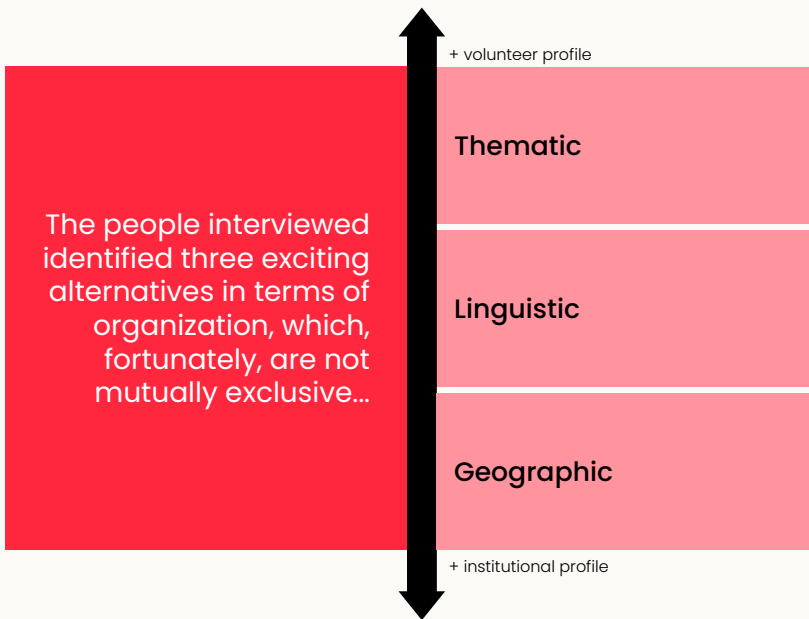


## Operation coordinates | Contrasts and segmentation

Delving deeper into the specific ways in which we organize and operate reveals marked differences, with a diverse range of expectations that may even be contradictory:



## Operation coordinates | Organization



A thematic organization entails **an agenda of “big issues” that brings together people interested and willing to contribute** to the discussion, regardless of their geographic location. It should provide the possibility of participating in multiple discussion spaces simultaneously.

The linguistic approach **mirrors the linguistic organization of Wikimedia**, taking up the experience of editors and disseminators who, to this day, already carry out activities around the content of the encyclopedia: “If today we edit Wikimedia in Spanish or Portuguese, the most effective thing to do would be to support that work.”

The people interviewed agree that **the geographic organization is based on a segment that brings together all the States of the American territory with a Portuguese or Spanish colonial past**, assuming similarities at various levels: culture, political organization, historical background, and also the series of socioeconomic problems that currently condition people’s lives.

“ I feel very close to any Spanish-speaking Latin American country, Brazil, too, because we have similar problems, and I also feel very close to the Spanish. However, they also have other issues that we don’t because they are also European... That’s why I say that “regional” needs to be well-defined. If it were a Latin American hub including only Spanish- and Portuguese-speaking countries, I would be okay with that because I think we have many things in common and probably have the most problems.

“ A regional hub, Latin America, which also includes thematic hubs, for example, on climate change. We would have someone who created an Instagram account where they would promote all the environmental activities of the region... But there was an issue with that: if now I want to know what they are doing, which actions Argentina or Mexico is taking, I have to check out each country’s Instagram account or Telegram channel...

## Operation coordinates | Organization

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In addition, I also believe that there could be a multiplicity of networks: perhaps, a chapter could belong to as many networks as it wanted within these thematic pillars.

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The Foundation separates Latin America from the Caribbean countries, but the Caribbean has many English-speaking countries; it has nothing to do with the rest of the former British colonies. Some countries also speak Dutch... Their culture and problems differ from ours because even the laws are different.

“

We work on a Wikipedia here, on the Spanish Wikipedia as a whole. Therefore, it is challenging to agree if we do not speak the same language, and we cannot necessarily influence the same project. But I see it more from a management point of view because it is my role, so I am more interested in collaborating than focusing on a project. Therefore, they should be thematic pillars, and everyone could subscribe to the one they are interested in or the one that is useful at a particular moment, considering learning from others and collaborating.



## Operation coordinates | Organization: The voice of minority languages

We can now delve into the position of the representatives of minoritized languages\* who might not feel part of this *Ibero-Americanist*, perhaps Europeanizing and colonialist\*\* approach... But this is not the case; on the contrary: **the Latin American hub quickly falls within their work narrative and even shows potential to strengthen their research.**

### Thematic Organization

This profile tends to first approach the Wikimedia community through deepening and dissemination. Each user group **is already united by a common thematic search** associated with identity and cultural aspects, either from building their own Wikipedia or the presence of these specific contents in already established Wikipedias.

### Linguistic Organization

Due to the unilateral bilingualization implied by the minoritization of a linguistic community, the participants **are also primary speakers of the dominant languages of the region**, which facilitates communication and understanding and fosters a more reciprocal dialog—especially vs. English—, in a positive dynamic already experienced with the Regional Fund Committees, to which we will return later.

### Geographic Organization

Along these lines, to date, Latin America is the broad context of their activities, so **it is a familiar geographic area where they usually operate and which they feel is relatively their own**, or more their own, at any rate, than any other organization anointed from the Global North: “they live here, they understand our needs.”

**In addition, as a supranational structure, the hub also helps support communities whose political organization often transcends the borders of modern Latin American States.**

“

It is essential to do so because, in some way, we have to contextualize how we see our continent, our way of thinking and seeing. After all, there is so much diversity here, and so many things have been created. I believe that being a group made up of people who live here, who are from this region, they will know and understand the needs of the local population better.

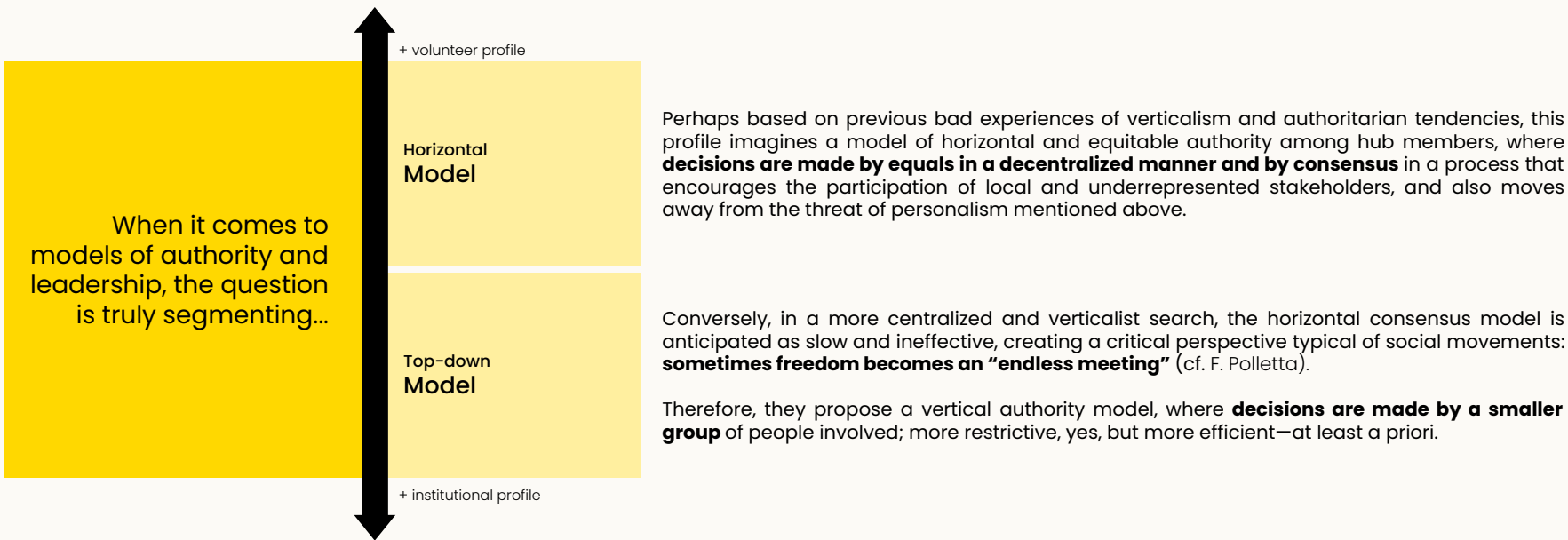
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Latin America is peculiar as it is one of the youngest regions in the world. When you realize that, you see that it is one of the most diversified regions in terms of cultures, you know what I mean? Also, in terms of economics, it is also one of the hardest hit by colonization.

\* In sociolinguistics, the conceptual pair minoritized language–dominant language is used to describe the asymmetrical power dynamics between different linguistic communities in a territory; an asymmetry that can lead to coercive and marginalizing actions.

\*\* “Colonialist” in the (loose) terms of Quijano’s and Mignolo’s “coloniality of knowledge”: in a certain way, this section cannot be articulated without addressing the forms of colonial-imperial domination instead of proposing new integrations or groupings that respond to their own local power logics.

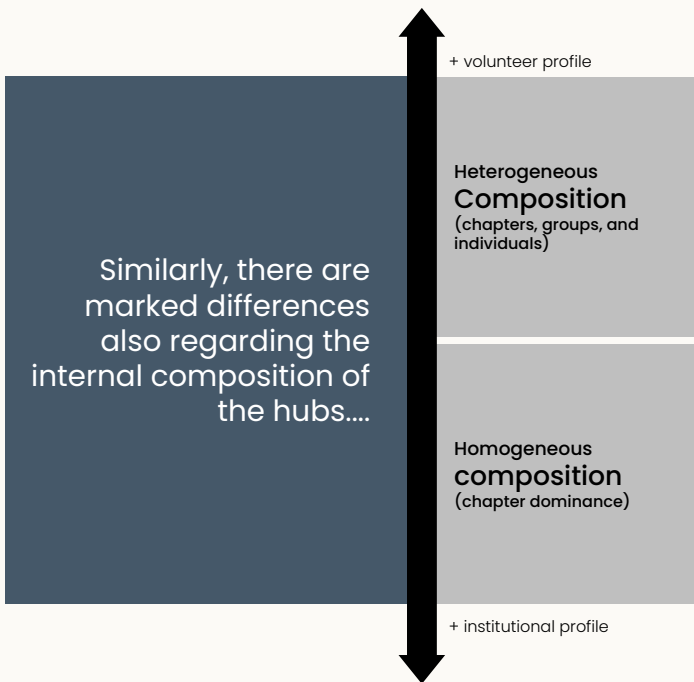
## Operation coordinates | Authority



“ We have seen that horizontality does not always favor effectiveness and that decisions must sometimes be made... I don't even mean political decisions; I mean practical or domestic choices, almost like answering an email, how certain things are communicated, and things don't get done if no one is doing that executive work. Someone has to take the lead; otherwise, the corn will not be husked.

“ I imagine a more horizontal hub, formed by people and without verticality on the other side... An opportunity for exchanging ideas rather than for activities because the activities are more what the chapter does. I see it more as an opportunity to reflect, for example, in the gender hub. I would like us to devote time to investigating the role of women in Wikimedia, what happens with women editors in Wikipedia, what the problems are, and why women do not edit Wikipedia. This needs to be studied: everyone should talk about what they see in their countries because we would be from many countries.

## Operation coordinates | Composition



From an inclusive perspective, this approach to hub composition includes **highly diverse and distinct profiles**. This diversity is expected to enrich the debate and the development of initiatives thanks to the coexistence of different visions and experiences—from resource management in the chapters to the thematic capillarity and the work done “in the territory” of the user groups.

Along these lines, they project a hub with a community profile, where **members of chapters cross paths with “ordinary” affiliates and independent Wikimedia editors**.

On the other side, a more restrictive view stems from a very different premise: **not all forms of participation in the community are equal** since they imply different levels of effort and work (“It is not the same to support the fiscal and legal structure of a chapter as it is to manage a user group”).

From this starting point, we privilege a composition based on the chapters recognized by the Wikimedia Foundation: **guaranteed reliability, sustained commitment, also recognition** of the effort made by the affiliates.

“ For example, creating a chapter is a merit; there is an effort behind it. That should also be reflected in the importance, so to speak, of a chapter compared to a group of Wikipedians. It is to their credit for having made the effort to incorporate and all that, which should be reflected in the overall governance of the hub, for example.

“ In the hub, which assumes that the members are not affiliates; they are not chapters or a group: they are individuals. For starters, that’s a big difference because there’s a wider variety of people than there are chapters, much more variety of thought, and much more diversity of opinion. For example, that is much more horizontal because a chapter has verticality. On the other hand, everyone has an equal say in a hub.

## Operation coordinates | Composition

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“I want to join because I want to benefit from you in ABCD, but I deliver XZY,” because they are my skills, my strengths, and because I want to make them available to the community. Another problem we’ve had is that suddenly a group arrives, nobody knows them, nobody knows what they do, nobody knows why they are good, and they want to join the network. They never appear, paste their logo everywhere, and never show up...

“

I want user groups to become a little more formalized, that is, that they exist as such, that they do not quite become a chapter, but they must comply with certain formalities because they create tensions and arguments in the chapters. So this isn't easy to solve in the steering committees.

“

Leading a chapter requires structure, commitment, time, and many things that have to do with running the civil association, sustaining it, and considering workers’ rights, responsibilities, and even the state of the country. Let’s say that these decisions need to be made all the time and that the user groups today are somehow individuals who do not take on all that responsibility and everything that it implies... It is a bit like that, but on the other hand, it seems that the user groups allowed a certain federalization. It appears that having small groups managing things, as is the case with communities, but having funding and use for time, let’s say, beyond volunteering, would make it possible to broaden our perspective so much more.

## Operation coordinates | Governance

Beyond these differences, the two profiles agree on some specific governance aspects...

### Command and control unit

Regardless of how authority is granted, or consensus is reached (vertically or horizontally), **there is agreement on the need for a committee that would work as an executive unit** to bring together the various initiatives and decisions.

Not only is it a **familiar configuration** (because of the chapters, for example), but it is also expected to be **the most efficient option** for implementing different actions.

### Predefined rotation

In this sense, the participants consider it essential that this executive committee should **not permanently include the same people or institutions**, so they suggest a predefined rotation system, thus seeking to mitigate personalisms or asymmetries among the stakeholders involved.

The key, however, is **to establish clear and transparent rules** to qualify as a potential committee member and **well-defined role rotation terms**.

“ At least, I would like the system to rotate. People shouldn't be chosen for their professional experience or any other thing; it should be a role that rotates, they are like people in charge of energizing these meetings, but it should rotate a little so that the voices change to go beyond personalities. Because sometimes, leaderships also have to do with people's characters: some people do not like holding those positions or do not want to, and it does not work out, but well, at least they fulfill specific tasks, and the work rotates.

“ This type of structure must have a specific governance that would allow for leaders to rotate... Because having always the same people leaves little room for the other chapters that can, perhaps, also grow and take on leadership roles. For instance, thinking about a new rotating committee might be interesting. Anyways...

## Operation coordinates | Precautions

The profiles also agree on two issues that need to be addressed when starting to build the hub...

### Internal autonomy

As the hubs lack a specific objective a priori, the people interviewed fear that many of **the hubs' activities will end up overlapping** with the activities of the chapters and user groups.

This duplication of activities is inefficient. There is also an underlying fear that **the hubs will end up interfering with the internal activities of these organizations** and thus weaken their autonomy, independence, and freedom of action.

### Bureaucratization

Creating hubs also puts up more generic barriers: the fear that they could potentially **imply a higher level of bureaucratization around their tasks** as volunteers or affiliates.

Ultimately, this fear connects to another non-positive aspect of their experience and participation within the community: **the need to "fill out forms," "do paperwork," and "submit documents" for the most trivial things.**

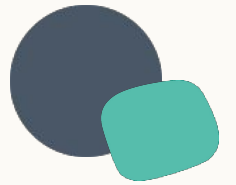
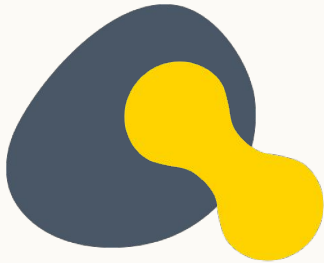
“ One of my concerns is that the hubs do the same work as our affiliates, chapters, and user groups. The work done by chapters and user groups is already working. Hubs should address other issues and not replace what the chapters or groups, which have been working for years, are doing. The hubs should not take care of that previous stuff because it would be redundant; it would be doing something we already do very well.

“ Bureaucratization... That it ends up becoming highly bureaucratized and becoming a vertical space. That is my fear, which is what happens. It happens in Wikipedia, in chapters, it happens everywhere, that is, in institutions in general.



# INSPIRING EXPERIENCES

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## Inspiring experiences | Overview

Two previous experiences stand out. For better or worse, they serve as inspiration to move forward with the hub initiative...

Collaborative campaigns

Iberocoop

The positive experience with the Regional Fund Committees created in 2021 is **a happy and promising precedent that adds closeness, empathy, and understanding** for neglected communities.

“ When the regional committee did not exist years ago, it took much work to access funding. The applications had to be sent in English, which was a considerable limitation... Well, we limited ourselves. We were also self-conscious about what we could do because we feared they would not read us or reject our application.



## Inspiring experiences | Collaborative campaigns

The organization of global content actions and campaigns, shared by different chapters and user groups from different latitudes, stands out as **an experience close to the expectations around the hub**: it is, in short, a direct antecedent of transnational collaboration.

Therefore, **this experience motivates and excites people as a success story**, both in process and results.

In addition to these more emotional or abstract aspects, **these experiences include material learning**: managing mailing lists, file sharing, remote organization, and coordination... In short, a series of beneficial and effective tangible practices could also benefit the hub.

“

A convenient case is Wiki Loves Monuments or some of these international campaigns that could even be presented as a kind of hub with a common theme, let's say... I mean, not exactly, because it would be much more limited in time, but I've been told that some working groups work all year round. It is not just to organize a conference, but rather the group works all year long, which could very well lay the groundwork for a hub.

“

We have an email chain; we send each other group emails, emails. We have periodic meetings within the campaign action... We have minutes of meetings in Drive... We also sometimes make agreements and coordinate spaces for the community based on these campaigns... It is an interaction platform that we create ourselves.

## Inspiring experiences | Iberocoop

**The experience with Iberocoop is bittersweet:** although it stands out as a foundational integrating experience for the region, its implementation had several problems that the people interviewed say should be avoided when developing the hub. Namely:

- **Lack of clear and stable rules**, with the key example of how their inclusion criteria changed over time (are they linguistic criteria? geographic? thematic? "Unknown").
- **Unhealthy and unprofessional dynamics:** the people interviewed speak of the "cronyism" and endogamy that seem to lead discussions and decisions. These dynamics discourage participation, engagement, and the participation of new stakeholders.

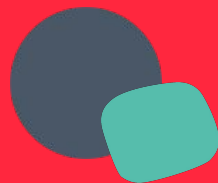
Due to this contrast between adverse experiences and potential lessons learned, the people interviewed tend to agree that **Iberocoop already has many organizational "vices,"** which makes them think that it's better to start an organization from scratch rather than reform the already existing structure.

“ That is something that comes from Iberocoop... It's significantly tainted by many people and things that once happened there. And you come as someone new to see what happened, and you need to reconstruct everything, and many times, some people are no longer in the movement and are still mentioned... And that's it; we need to allow new people to participate.

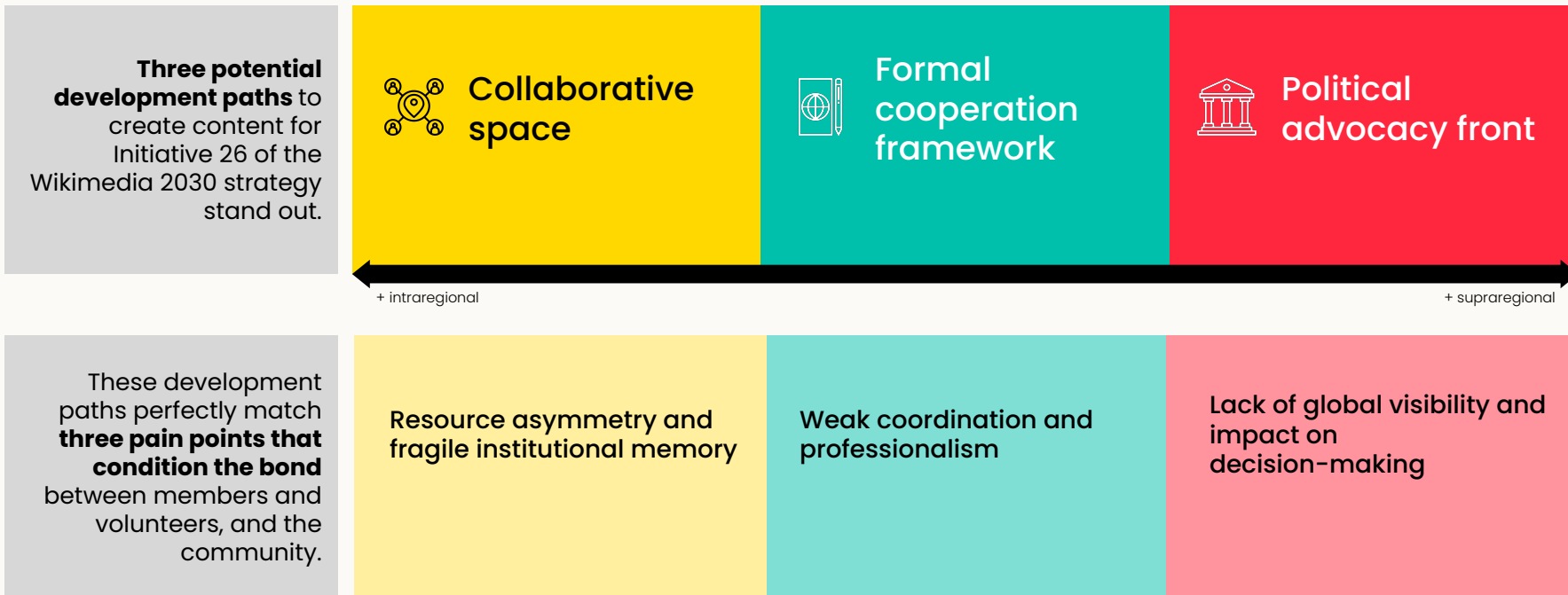
“ Another dilemma is whether we could resume or help revive the already active structure, Iberocoop, and there again, we run into many specific problems, which is that Iberocoop already has several issues that exist and persist... Wouldn't it be better to start correcting that before building something else? And that's where we enter a loop. It is rather complex.

“ One of the conflicts in Iberocoop, for example, is that it started first as regional, then it was linguistic, and then it turns out that we have the Swiss, the Italians, the French, the Portuguese... This is one of the issues.

# 04 CONCLUSIONS



## Conclusions | Three potential development paths



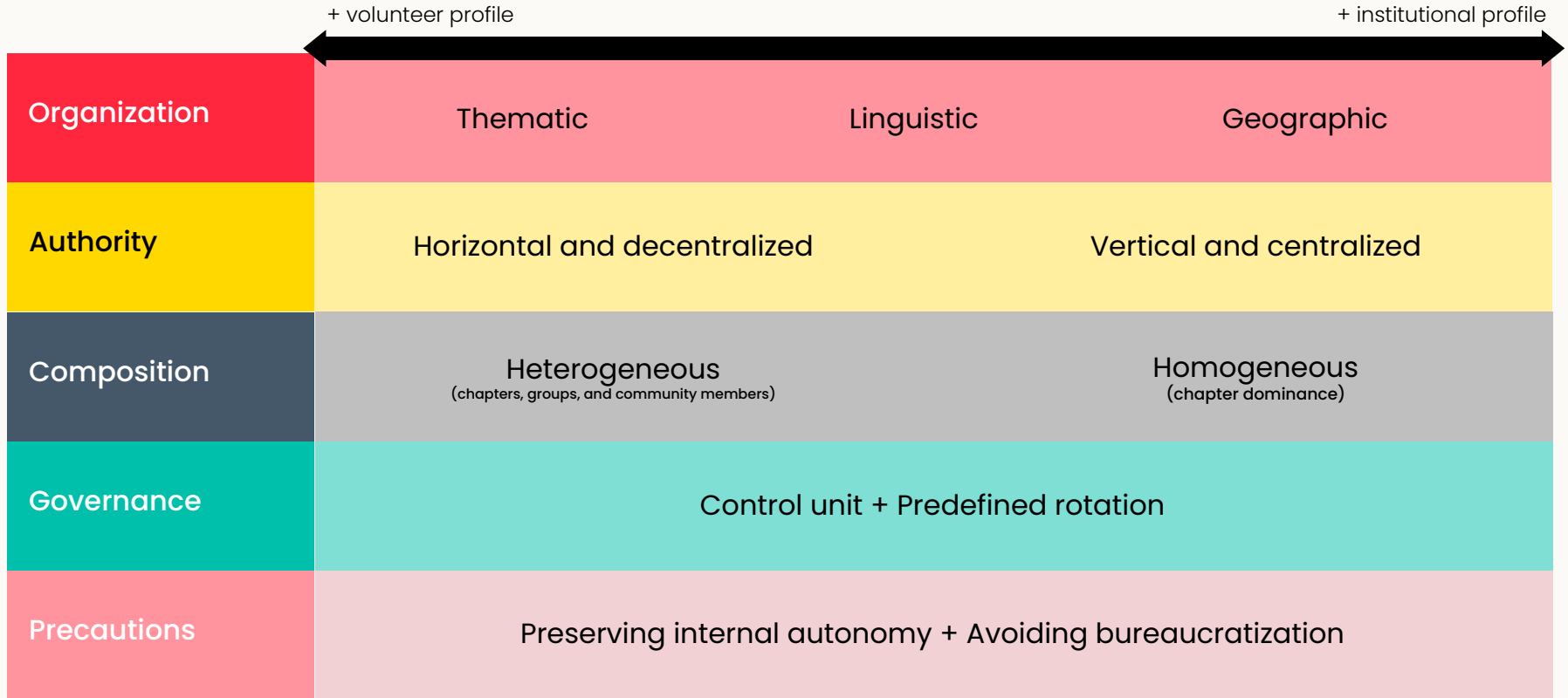
## Conclusions | Keys to building a relevant proposal

Therefore, a conceptual framework is defined to **build a more relevant initiative** and to set value and emotional coordinates that, going further into the future, can guide its strategic communication or lead more tactical actions that resonate positively with the community...



In short, activating these pillars **mitigates pain points and connects with positive values**.  
Consequently, not activating any of these pillars **is also leaving unfinished business**.

## Conclusions | Contrasts regarding its operation



## Conclusions | Suggestions for moving forward confidently

The various modes of organization outlined can easily complement each other.

Organization

Authority

Composition

Governance

Precautions

- In this direction, there is agreement regarding the **geographic criterion**, bringing together every American country with a colonial past, whether Portuguese or Spanish.
- This criterion **solves the linguistic dilemma** quickly and naturally; it should be noted that the Caribbean communities did not respond to our invitation to participate in this process. They might have a very different opinion on these two aspects.
- The thematic breadth of this scheme should be used to include the diverse concerns that characterize the region: **a regional hub can serve to make the Latin Americas visible** (Halperín Donghi), useful to give an internal account of the cultural diversity of LAC under a light that is neither foreign or exotic.
- It is essential to **leverage the hub's representation potential** in a balance between opening inward (issues, visions, concerns) and withdrawing outward ("closing up" enough to function as a single front for advocacy vs. the Wikimedia Foundation).
- Along these lines, it is about an **opportunity to build a more empathetic and understanding link** with the wiki ecosystem, especially for generally neglected communities.

LAC Hub

Spanish

Portuguese

Diversity of thematic areas

## Conclusions | Suggestions for moving forward confidently

On the other hand, these two aspects of hub construction are the hardest to solve...

Organization

Authority

Composition

Governance

Precautions

- The dilemma found by the profiles regarding models of authority and participation conditions **is quite complicated** as they are contradictory approaches.
- What is relevant in this case is that, at least qualitatively, these opposing positions **respond to different ways of engaging with the Wikimedia community**.
- In other words, these contradictions reveal **substantial fractures and internal differences** in how to approach the different activities and objectives of the wiki world.
- In this context, **an initiative like this seems only to echo these differences**, with little room to solve them.
- In any case, it's a **decision that will not make everyone equally happy** and will inevitably entail a cost.



## Conclusions | Suggestions for moving forward confidently

Finally, there is agreement: the people interviewed agree on critical issues of hub governance and the aspects that need to be “taken care of”...

Organization

Authority

Composition

Governance

Precautions

- The control unit in a committee is described as **a familiar and efficient governance organization** to solve and carry out the hub’s activities.
- Similarly, there is agreement on **the need to rotate the people fulfilling this role** to avoid personalism or abuses of power by community stakeholders—perhaps a lesson learned from the (bad) experiences with Iberocoop or other shared participation spaces.
- Also, based on the experience of the people interviewed, it is essential that this new organizational layer **does not damage or detract from the current work processes of the various stakeholders**; i.e., it should not weaken their relative autonomy or imply an extra degree of bureaucratization.

## Conclusions | Next steps...

However, all these qualitative findings require **a quantitative validation that can point to their relative weight in a larger sample** of affiliates or volunteers... Consequently, we return to the initial outline of this research process:

### module 1

+ In-depth online interviews

## Exploring and empathizing

**Conversation and data capture** stage: data needed to gain perspective, acquire in-depth knowledge, and drive evidence-based decisions.



### module 2

+ Online survey

## Measuring and prioritizing

**Quantitative data collection** stage: data needed to provide a granular and representative view of the learnings or hypotheses triggered in the previous steps.

## Conclusions | Stage two: Technical and methodological aspects

module 2  
+ Online survey



### Measuring and prioritizing

This approach will provide **a clearer picture of how these qualitative findings** fit into a broader context to pave the way for implementing the hub: **to understand where progress can be made and where we need to redouble our efforts or continue thinking.**

Additionally, following the experience of the Arabic-speaking community, this instance will also help us **gather the opinion of those who did not participate** in the meetings and interviews of module 1.



**Open and anonymous online survey** lasting approximately 20 minutes. The number of cases will ultimately depend on the circulation of the questionnaire and the collective's willingness to answer it.

**High-performance collection tools** that are well-adopted by users will be used.



**Co-creative process of developing the questionnaire:** the methodological design also considers supervising and adjusting the questionnaire based on feedback from Wikimedistas UY and the team.



# THANK YOU!

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