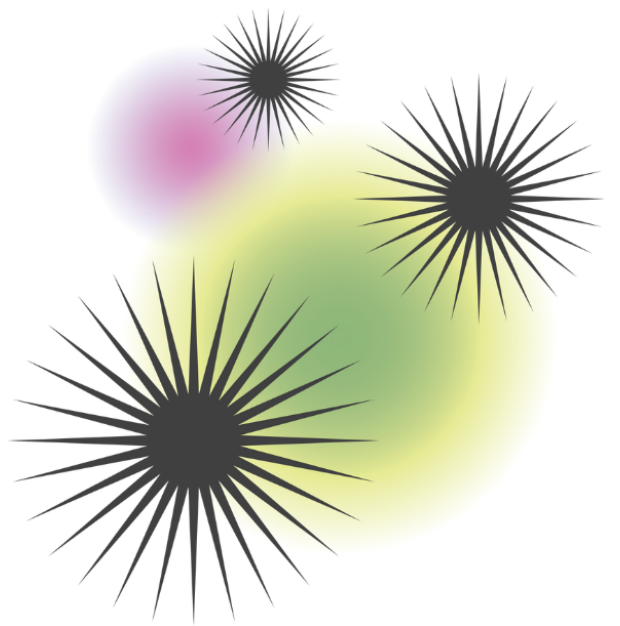
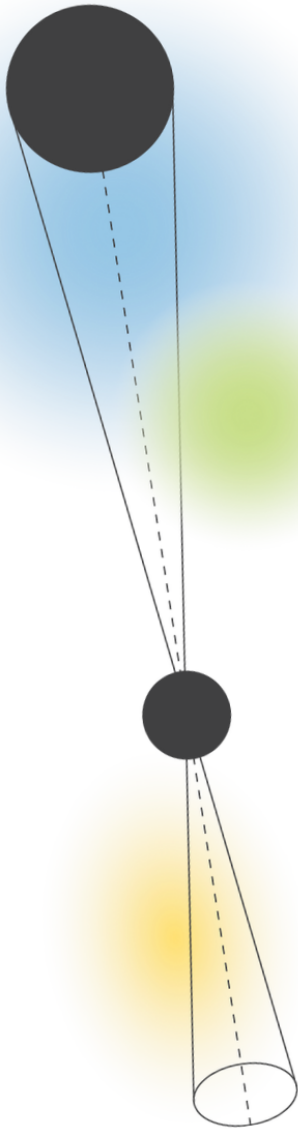


Designing
Futures of
Participation
in the
Wikimedia
Movement





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Acknowledgements

The authors would like to thank their Platoniq team and collaborators from Ouishare and IWRAW whose contributions helped shape this paper. We would also like to extend our gratitude to the Wikimedians who volunteered their time to advise, offer feedback, and provide interviews especially across time zones and uncertain wifi connections. Their experiences and knowledge were vital for this report.

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Executive Summary

The goal of this white paper is to provide input for the potential design of participatory processes in the Wikimedia Movement, in connection to the Wikimedia Movement Charter Drafting Process. The research and recommendations outlined below can be useful to generate inclusive and accessible community engagement in the Drafting Process as well as in the ratification of the Charter. Fostering community engagement in participatory governance was a recommendation from the Wikimedia 2030 Movement Strategy, and constitutes one of the pillars for the strategic direction of the Movement in the long-term. This White Paper then aims, on the one hand, at providing a meaningful contribution to existing research on the historic background of participation in Wikimedia, and to support the community ideating, designing, and planning a participatory process for the Movement Charter Drafting Process and possibly for other participatory processes in the Movement. Informed by restorative and transformative design principles, we focus on the insights and needs of Wikimedia communities and organizations to make recommendations on how to design a participatory process *with* those communities and organizations and which spaces, roles, scales, forms and modes of participation and decision-making processes may be chosen to promote more inclusive and accessible community engagement.

This white paper provides:

- A historical overview of current context and participation in the governance of Wikimedia,
- An ethical framework based on [Design Justice](#) and the [International Indigenous Design Charter](#) that prioritizes marginalized voices, respects cultural differences, and works towards sustainable and community-led solutions that values impact over design.
- An exploratory analysis of key issues, challenges, needs and good practices, mapped out from interviews and a focus group with Wikimedians,
- Case studies of transnational organizations and governance processes that have addressed similar issues, including interviews with experts from these organizations,
- Recommendations for next steps, tools and models to design a participatory process and a canvas of first steps to promote community engagement.

Key Findings

1. Take into account and address the costs, barriers and benefits to participation

Participatory processes may be designed in multiple forms, to give more or less power to

stakeholders. In doing so, participation generates greater legitimacy, more cohesion, satisfaction and greater sense of value generated. To achieve wider and more inclusive participation and to maximize engagement, costs and barriers at the individual and group levels should be at the feasible minimum, most needs attended to, value and incentives for participating lined-up to foment interest, and a clear on-boarding journey to join. We have emphasized the importance of a phase of accountability in participatory processes for more impactful outcomes and established the relevance of defining governance structures that are participatory by design. From a brief assessment of a possible participatory cycle for the Drafting Process, **we recommend investing in redistributing power among multiple centers in the Movement to foster collaboration in the writing phase, promoting networks and coalitions, recognizing local contributors as co-facilitators of this process and establishing an accessible journey for participants.**

2. There is room for improvement to make participation more equitable and inclusive in the Wikimedia Movement

The institutionalized spaces for participatory decision-making in the Wikimedia Movement are mainly the elections held by the Wikimedia Foundation and sporadic community consultations, such as the one held in the Movement Strategy process. With many decisions being made informally and stakeholders having unequal power and resources to engage, participating in the Wikimedia Movement's strategy and policy-making as a contributor is not easy, accessible, or intuitive. At the Movement's governance level, there is a **need for checks and balances and safer spaces, mediation and restoration protocols to tackle those issues and the conflicts at the global Movement and interpersonal levels.** The **participatory engagement in the Movement Charter Drafting Process, the governance structure possibly outlined in the Movement Charter and the future community engagement processes to take place are interdependent in their outcomes to promote inclusivity and equity,** and may benefit from acknowledging this interdependence.

3. Define principles to guide your participatory process design

Principles can serve as guidelines that support the work environment and aims of a project or process. Governance and participatory processes can be uncertain, however having even a small or simple set of principles can serve as a compass to navigate finding an answer or solution. **They form a cornerstone for governing and at best provide clarity and space for accountability for how individuals and organizations operate.** As a compass for this paper we recuperated with two sets of principles: Design Justice and the International Indigenous Design Charter.

4. Address issues of Access and Barriers to Participation, Design with Communities and Promote Community Health and Maintenance

During the research process with Wikimedia communities and organizations, contributors identified the need for inclusive practices and dialog to tackle **issues along the aspects of access, participation, common ownership and health of communities** (in greater detail in section five). More specifically, the diagnosed issues or aspects to work on are: Uneven Experiences between the Global South and the Global North, Communication infrastructure and access to information, Diversity of Languages, Privilege as a Barrier to Participation, Harassment and Cyber Violence, Misogyny and Entitlement, Lack of Diverse Representation, Limited Modes of Participation, Valuing Volunteers and their Time, Time

Management, Shared Values, Clear Roles and Expectations in Decision-Making, Conflict Resolution and Maintenance.

Designing with those affected, prioritizing their pains and needs and aiming at shared benefits is crucial to build a more participatory governance and sustainable internal infrastructures to maintain. Among suggestions by Wikimedians and recommendations proposed to deal with those issues are: raising awareness and greater solidarity towards marginalized communities, using multiple means of communication, translation for meetings and documents, facilitation and protocols for healthy communities, addressing and preventing situations of harassment and violence, actions and material support to face misogyny and entitlement, promoting diversity and accessibility in participatory spaces and governance bodies, sense-making moments and a more processes-oriented approach to decision-making, incentives like training and certificates to foster participation, planning for volunteer time, outlining values guiding participation and clear messaging and points of access to participate. Finally, Wikimedians voiced thus far actions towards resolving conflict and discrimination had largely been reactive with few formalized protocols and support to address those issues.

5. Operationalize Existing Knowledge and Tools and Incorporate Existing Good Practices

Wikimedia already has a number of resources and documentation around issues around participation and working with the Wikimedia Movement. In addition to carrying out studies, it is **key at this moment to develop actions, guidelines, and protocols with these existing materials, and to co-implement good practices with Wikimedia communities, organizations and groups.** For instance, some of the recommendations that could be made by Platoniq were found as quotes or insights from the Wikimedia Movement Strategy Recommendations and related documentation. Finally, **good practices already implemented in the Movement may be useful** to to establish a participant's journey, to make participation accessible and to promote capacity-building and networks of solidarity.

6. Invest in designing the participatory process: Sensing and Scoping, Agreements and Goals, Phases of the Process, Participation and Forms of Decision-Making

Upfront planning is a recommendation derived from this research and the Wikimedia Movement Strategy Playbook. **Upfront planning supports setting expectations, identifying stakeholders, and benchmarking progress.** Without upfront planning, iterating, making changes to initial ideas and fulfilling agreements and expectations becomes blurry, unaccountable and demoralizing. Upfront planning offers the opportunity to develop practices around transparency and clear communication about the participatory process or governance on which a project is initiating.

7. Proactively Co-create Pathways to Participation

While many contributors engaged in Wikimedia may not be involved in or show interest in participating in the Movement's governance, there are few clear pathways for those that do. Getting involved with communities often appears demanding especially for Global South participants. **Facilitating networks and spaces to raise awareness of Movement governance processes or community engagement for regions, language groups etc. might support stronger and more diverse engagement.**

8. Consider transversal aspects and take inspiration from other organizations and cases

While designing the participatory process, it is important to pay attention to transversal aspects: **operationalizing existing knowledge, organizing a participatory process by regional geographic scales and investing on a communication strategy are also key elements to consider in all the design phases.** This paper contributes to giving shape to such effort, and the implementation of recommendations should adapt to context.

[1] Methodology

This White Paper and its research was conducted by the Platoniq Foundation, a collaboration and social innovation lab based in Spain. The paper was designed by the Platoniq team after assessing issues and needs and reviewing extensively the materials on the Wikimedia 2030 Movement Strategy and the Movement Charter Drafting process. The research design for the paper included conducting semi-structured interviews and focus groups with Wikimedians, that would inform the recommendations for a participatory process design in the Movement. As part of this research process, the Platoniq team prepared a literature review of other works on Wikimedia and Wikipedia, before designing the interview scripts.

From a list of possible interviewees elaborated by a core group of Wikimedians, the Platoniq team prioritized conducting individual interviews with Wikimedians from or in the Global South, to maximize detailed inputs from marginalized communities in the Movement. From the 9 interviewees that accepted our invitation, five are from the Global South, three from Western Europe and one from the US. The interviews lasted on average one hour, and were conducted in English, Spanish and French, in the language that best suited the interviewees. The focus group was held in English with 3 Wikimedians, one from Western Europe, one from Canada and one from the US. On top of interviews with Wikimedians, Platoniq held 3 interviews with experts to feed the cases studies section of this paper.

The interviews and focus group took place in December 2021 and January 2022, via videoconference. All participants were sent an information sheet and signed a consent form informing them of their rights, the approximate duration of the interview, and that recording would be held. Both the transcribing and recording have been and are GDPR compliant. No audio or transcription files were or will be shared with any Wikimedia organization, and all quotes remain anonymized in this paper.

The data collected was coded inductively, and the analytical categories were created from challenges previously identified in the extensive reading of Meta Wiki and other materials. New categories were created when interviewees mentioned challenges not previously identified. Finally,

suggestions and solutions shared by interviewees were coded thematically. In sum, the Platoniq team mapped out key needs and good practices, pointing out when themes were mentioned by multiple contributors. From the content analysis of documents, interviews and the focus group, the Platoniq team wrote and submitted a first version of the paper, which was reviewed and expanded for the final version from comments of a core group of Wikimedians. The paper was commissioned by Wikimedia Deutschland in December 2021 as a contribution to the Movement Charter Drafting Committee and Drafting Process.

[2] Concepts and definitions: Participation, Governance and Accountability

Scholars, practitioners and activists have conceptualized and put into practice participation in multiple ways. One of the most well-known definitions of participation describes it as “creating opportunities under suitable conditions for people to **influence decisions affecting them**. That influence can vary from a little to a lot” (McGregor, 1960, p. 126). Participation across this continuum may range **from full participation to partial participation**, where full participation is “a process where each individual member of a decision-making body has **equal power** to determine the outcome of decisions” (Pateman, 1970, p. 70). In this sense, the first **core question** in designing participatory processes among Wikimedia communities, organizations and contributors is deciding **how much power** to determine outcomes each stakeholder will have, depending on the **values and ethical compass of the communities involved**, the **collective goals and strategy set** and the **resources available**. The Wikimedia Movement Charter Drafting Process will contribute to defining these roles and processes, and as such, assigning responsibilities and designing forms of partial participation for communities, organizations and contributors according to time and resources available, under the guidance of the recommendations from the 2030 Strategic Direction. For the Drafting Process itself, as well, the Drafting Committee (MCDC) will design a participatory process. In this sense, the MCDC is paving the way for a more participatory culture in the Movement by promoting wider participation in the drafting process.

The benefits of participatory governance in collaborative organizations

When designing participatory processes, organizations leverage the benefits of participation and its overall costs in terms of time and resources to hold those processes. In sum, participatory processes in governance engage individuals and groups in decision-making that impacts them:

- establishes greater legitimacy and accountability for all those involved
- engenders more social cohesion by encouraging relationship building around a common cause or issue
- creates spaces, governance, and aims that better serve the actual needs of the participants
- leads to more satisfaction with outcomes and builds on their efficacy as a participant

Finally, a participatory governance design results in more just and equitable structures that take into account and take action towards inequalities and power asymmetries (Brodie et al., 2009).

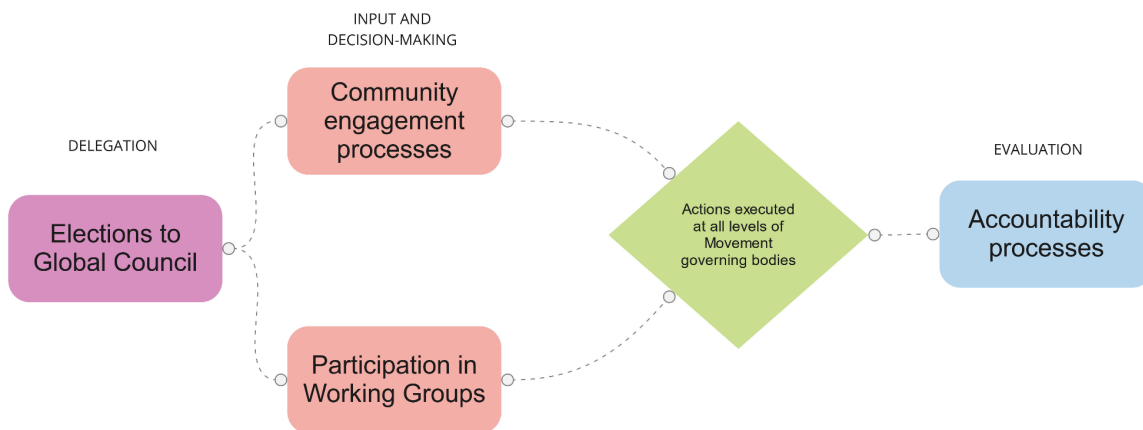
Now that we have outlined the benefits of participation, we will turn to the costs and barriers associated. **To promote participation in the long-term in the Movement**, it is crucial to **reduce the costs and barriers** to participate, to foment **interest** in participating, to facilitate **on-boarding** and **continued engagement** in participatory process, and to strategize how to promote a **participatory culture** in the Movement. To analyze these key aspects in this paper, we turn to the perspective of the participants by analyzing **the basic needs** when individuals and communities participate. As Vicente and Suenaga analyzed, the resources required for participation are classified into four groups:” (1) individuals’ socioeconomic **attributes and skills**, which determine abilities to afford participation-related costs and the access to relevant information, respectively; (2) individuals’ **political attitudes and opinions**; (3) **group resources**, which help individuals to engage in various group activities and gain information through social networks; and (4) institutional and political environment, which directly influence the **availability of channels for participation**. (Vicente & Suenaga, 2020, p. 1776-177)”.

When designing a participatory process that welcomes and engages diverse communities, it is important to focus on the following key aspects: 1) who contributors are in the Movement, 2) what are their opinions and interests regarding the decision-making in those spaces, 3) which resources they have as groups to gather support and stay informed about the decisions that affect them and 4) which structures and spaces they have available to participate. Along this paper, we will focus on these four elements, but first it is important to highlight the overlap of participatory processes and governance design: to unpack the challenges, issues and alternative models of inclusive and equitable participatory process design, we need to briefly outline the intersections between governance structures and the barriers and incentives to participation.

Graham et al. define **governance** as “the **interactions** among structures, processes, and traditions that determine **how power and responsibilities are exercised, how decisions are taken, and how stakeholders have their say**” (Graham *et al.* 2003, p. ii). Governance structures can take many forms in how roles and responsibilities are set, when and how impactful participation takes

place, and as such, foment or disincentivize participation. Thus, a governance structure can be more or less participatory by design, and once it is established, such structure will condition the Movement’s ability to promote a participatory culture. Below we sketch a simplified hypothetical example of a participatory cycle in the Wikimedia Movement, from delegating responsibilities, to collective decision-making in engagement processes and to closing the loop with affiliates having accountability mechanisms to evaluate actions taken. To maximize engagement in each phase of this hypothetical participatory cycle below, costs and barriers at the individual and group levels should be at the feasible minimum, most needs attended to, value and incentives lined-up to foment interest and clear on-boarding journey to join.

Figure 1 - Possible participatory cycle in a hypothetical future governance of the Wikimedia Movement



Source: Created by Platoniq

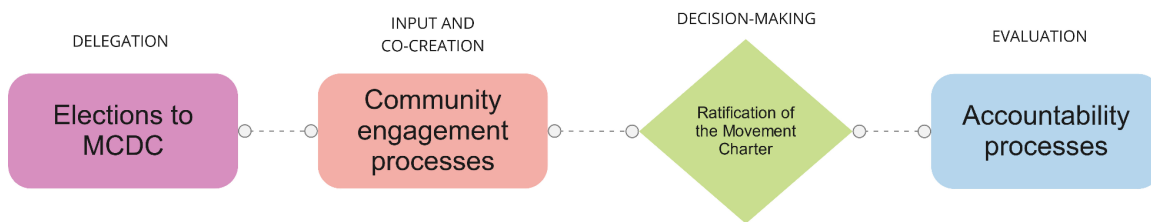
Besides delegation, consultation and decision-making, another key form stakeholders can participate and exercise their power in a given governance structure is by **holding accountable** those that make and execute decisions, that is, by having information to evaluate and, when necessary, activate mechanisms to hold the decision-makers responsible for the actions taken¹ (Overman, Schillemans & Grimmelikhuijsen, 2021, p. 1750). We included accountability processes as a possible phase in the hypothetical participatory cycle in Wikimedia, considering accessible accountability mechanisms can balance power inequalities by opening channels for participation at the end of the decision-making cycle, and possibly feeding better future decision-making.

¹ According to Overman, Schillemans & Grimmelikhuijsen (2021), accountability “is characterized by an actor and a forum, where the actor has an obligation to provide information and clarification about its conduct, the forum can ask questions, pass judgment and make the actor face consequences of its behavior via the use of sanctions” (p. 1750).

In the Wikimedia Movement, there are multiple levels of governance: the community governance of projects, affiliate-level governance and the Movement governance. Our analysis and recommendations in this paper mainly refer to the movement-level governance, taking into account the community governance of Wikimedia projects are well established. Considering the movement-level, an inclusive and adaptable governance design goes beyond establishing a formal structure that attributes responsibilities for the basic functioning of Wikimedia globally and defines spaces of decision-making at this level, but it also addresses how influence and legitimacy are distributed and exercised among affiliates, organizations and contributors, i.e. facilitating alliances and exchanges among less privileged communities to promote capacity-building to balance out inequalities. We will explore in detail these issues and recommendations later on.

Going back to the costs and barriers to participation, affiliates and contributors may have formal spaces to participate, established in a given governance structure, with low entry barriers to participation in the Movement globally. However, if they do not have enough resources to participate as well as clear incentives, or if their inputs do not result in tangible and impactful outcomes, they may feel unmotivated or uninterested in putting time into participating in global engagement and governance, especially when the results from movement-level decision-making may have longer-term or indirect impact in their local activities. That is, creating participatory spaces in the Movement's governance structure should be accompanied by designing participatory processes that promote wider and more diverse engagement by making participation in the Movement governance accessible and relevant in local contexts. For instance, the Movement Charter Drafting Process started with a Charter Drafting Committee 4-step [set up process](#) via election, selection and appointment, based on criteria from an expertise and diversity matrix. After the delegation phase, though, it is recommended to lower requirements and to foment decentralized local and regional spaces or working groups to possibly channel some sort of phased collaborative drafting (input and co-creation), with review processes to close versions of the text. Finally, after the ratification, the process could end with a plan for a transition period and adoption, with a previously defined accountability phase. From one phase to the next, it is important to balance the entry barriers for contributors to avoid legitimacy issues by the end of the process. Below is a hypothetical participatory cycle for the Wikimedia Charter Drafting Process, from the election of the committee to the accountability phase, in which Wikimedians with diverse backgrounds, expertise, authority and history in the Movement could contribute with key learnings from their experience.

Figure 2 - Possible participatory cycle in the Wikimedia Movement Charter Drafting Process



Source: Created by Platoniq

Thus to foster participatory engagement in Wikimedia Movement processes such as the Movement Charter Drafting Process, **power to have their say should be redistributed and recognized among multiple centers** (Jhaver, Frey, and Zhang 2021) along this process. On the one hand, there is a possibility to do a centralized drafting with the writing phase conducted by the MCDC after consultation with stakeholders for their input, and a ratification phase by Wikimedia communities, affiliates, organizations and hubs. On the other hand, a bottom-up asynchronous writing process in which stakeholders are not only consulted but involved and collaborating (see table 7) allows Wikimedia communities and entities to more autonomously set the agenda in the Charter, which is more than adjusting its content. These two possibilities vary in the time and resources required, and on stakeholders desired level of involvement. In this sense, an adaptable participatory governance for the both the Charter drafting process and community engagement in the Movement could benefit from including:

- 1) promoting local or regional networks and coalitions (see more in the recommendations)
- 2) recognizing the authority of brokers and stewards in local or smaller communities to do bridge-building for participation in the Movement governance, so participation is more accessible takes place directly and indirectly depending on each group's practices
- 3) an accessible journey for contributors to participate

[3] A Historic Overview of Wikimedia's Participatory Governance

In this section we present Wikimedia's internal stakeholders and analyze the participatory governance mechanisms currently in place in the Wikimedia Movement and the challenges the Movement has faced regarding power imbalance, conflicts and access to participatory spaces. Finally, we briefly discuss general recommendations on the importance of making participation impactful and tangible in the Movement's governance.

The Wikimedia Movement, founded in 2001, is a collective endeavor to promote free knowledge. While upholding certain values, the Movement hosts multiple organizations and

communities, and its contributors develop projects and events to carry out this work. Dozens of projects are developed by Wikimedia, including: Wikipedia, Wiktionary, Wikiquote, Wikibooks, Wikinews, Wikisource, Wikivoyage, Wikiversity and others.

In addition to the contributors and volunteers that self-organize, the Wikimedia Movement is composed of **Affiliate Organizations: Chapters, Thematic Groups and User Groups**, as well the non-profit **Wikimedia Foundation**. The Movement is complex and multi-layered, currently transitioning towards new models of governance and participatory processes derived from recommendations from the Wikimedia 2030 Movement Strategy. The Wikimedia internal stakeholders are many (see below), so first we would like to unpack ‘who’ is affected and may benefit from engaging in participatory processes in the Movement: the recommendations for **participatory process designing** in this White Paper are conceived **for volunteers, editors, Wikers and other contributors of Wikimedia, affiliate organizations and the Wikimedia Foundation**.

Table 1 -Wikimedia’s Participatory Governance Internal Stakeholders

| |
|--|
| Contributors and other volunteers, whether called users, editors, wikers |
| Foundation – trustees, staff, advisory board |
| Chapters |
| User groups and Thematic groups. |
| MediaWiki Developers |

Source: https://strategy.wikimedia.org/wiki/Wikimedia_stakeholders

As we can see, the Wikimedia Movement stakeholders are many and function in different levels of formal organizing. The Movement hosts groups and organizations with different levels of structure and resources: the Wikimedia Foundation and other non-profit affiliates are run as formal professional organizations with responsibilities, duties, legal and formal status and a very specific timing of decision-making. Simultaneously, Wikimedia is also composed of groups and contributors which decide, prioritize and act in a different rhythm as they self-organize. Besides functioning in different timings, the WMF, affiliates and other Wikimedia groups are comparably unequal in terms of their power to reach out to the Movement, to make decisions and to execute actions. Furthermore, collective decision-making processes are not clearly designed in terms of roles, responsibilities and accountability.

Currently, the institutionalized spaces for participatory decision-making in the Wikimedia Movement (at the global level) are mainly the elections held by the Wikimedia Foundation (WMF) and sporadic community consultations, such as the one held in the Movement Strategy process. The

WMF regularly engages the Wikimedia Movement in electing individuals to its various governing and advisory bodies for fixed-terms roles, which are coordinated by an elections committee appointed by the Wikimedia Foundation Board of Trustees. These elections include Foundation elections (Board elections² and Funds Dissemination Committee elections) and Community elections (Affiliate-selected Board seats, Annual Stewards elections and Arbitration Committee elections)³.

When it comes to roles and functions, on the one hand, the Wikimedia Foundation and its Board of Trustees are currently responsible for making crucial decisions such as budgeting, allocating resources, managing the brand, the platform and the Movement's infrastructure. In addition to those processes, according to interviews with Wikimedians, many decisions at the movement-level are also made informally.

Besides the elections, community engagement processes at the global level in the Wikimedia Movement are not collectively agreed upon, with few protocols or long-term planning for consultations and debates. After reading extensively the Meta Wiki, and through the research process for this White Paper, it appears that participating in the Wikimedia Movement's strategy and policy-making as a contributor is not easy, accessible, or intuitive. It is not clear, how, when, why and with which resources and information a contributor can participate in accessing information, debating or making decisions at those levels. There is a need for more transparency and clear movement-level agreements on the value generated from participatory processes, the roles established to guarantee a safe and equitable process and the safe and welcoming forms of interaction in participatory processes. To sum up, Wikimedia internal stakeholders do not have a clear pathway to participation in the strategies and policies of the Movement.

Possible Scenarios for Wikimedia's Governance Structure: where does participation fit in?

Recent academic research on Wikimedia and specifically on the Wikipedia communities suggests there are four stages in the Movement "in which power concentration and bureaucratization manifested in different constellations: (1) a **pre-WMF charismatic community phase** (1999–2003); (2) **the WMF's early years**, when active Wikipedians and Wikimedians applied bureaucratic principles (2003–2007); (3) **the WMF's professionalization and expansion**, led by a technocratic executive director (2007–2014); and (4) a period when the **WMF endeavored to encourage participation** (2014–2017)" ([Rijshouwer, Uitermark & de Koster, 2021, p. 7](#)). The creation of the Wikimedia Movement Charter and the Wikimedia 2030 Movement Strategy are also aligned with the fourth phase of fomenting wider and diverse participation.

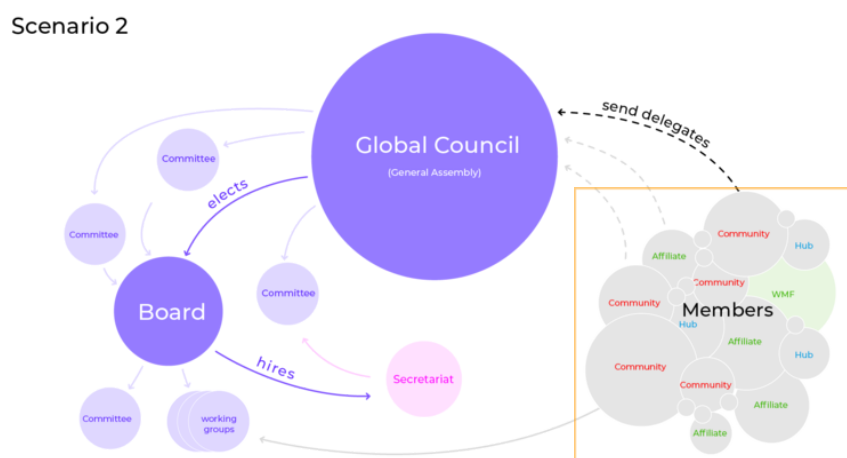
² It is noteworthy that Board elections are not binding to the WMF Board of Trustees as a self-perpetuating board.

³ See: https://meta.wikimedia.org/wiki/Wikimedia_Foundation_elections

Furthermore, Wikipedia has been characterized by what Rijshouwer, Uitermark & de Koster (2021) define as a **self-organizing bureaucracy**. In this case, the researchers concluded that bureaucratization emerged from interactions between stakeholders with different interests and views of the movement (p. 14). They further explain that “while Wikipedia’s community members are prone to develop rules, norms, and procedures to streamline their work and adjudicate disputes, they are much less inclined to take the initiative to remove such bureaucratic structures. Simply put, **it is much easier to self-organize into bureaucracy than to self-organize out of it**” (Rijshouwer, Uitermark & de Koster, 2021, p. 14). As they further explain, “Wikipedia features perennial struggle between those who would leave the governance of the project to self-organization and those willing to intervene top-down”. (Rijshouwer, Uitermark & de Koster, 2021, p. 14).

As these works point out, these tensions generated conflicts around the views of and for the future of the Movement regarding a more horizontal or vertical distribution of roles and decision-making power in the Movement’s governance. In this context, the 2030 Movement Strategy aims at more horizontal and decentralized governance models, supported by participatory processes. On the **global level**, to ensure equity in decision-making throughout the Movement, it seems necessary to establish **checks and balances** among the WMF, Global North and Global South Wikimedia affiliates, communities, groups and contributors. Regarding the interpersonal level, other research on Wikipedia’s volunteer burnout found that the most prevalent cause for activity reduction in the encyclopedia was **interpersonal conflict** (Konieczny, 2018). Thus, promoting community health by implementing **safer spaces policies, mediation and restoration protocols** for the Movement are a necessary step in participatory design per se to remove barriers and promote more engagement from the communities.

Figure 3: A possible Governance Scenario the Wikimedia Movement may move towards



Source: https://meta.wikimedia.org/wiki/Wikimedia_Deutschland/The_Future_of_Wikimedia_Governance

If we zoom in on the picture above into the Members section in the orange square, a few critical questions come up concerning the future participation from Wikimedia communities: how would Members interact with each other in the new governance structure? Would this structure mitigate or reinforce current tensions and power inequalities in the Movement among the WMF, communities, hubs and affiliates? It is crucial to take into account the past conflicts and disparities outlined above when defining the Movement's future governance structure, roles and responsibilities, and why, when and for what purpose participatory processes take place in that structure.

To motivate its heterogeneous communities and contributors (affiliates, organizations and contributors) into participating in the Wikimedia Movement governance, and not only in delegate elections but also in designing policy and strategy, it is not enough to "even out" the formal power of Members (including the WMF as Member, for instance) and to define roles and responsibilities of each body individually. While forming a Global Council as the highest governing body - chosen by Members - decentralizes power compared with the current role of the WMF and the Foundation's Board of Trustees, its establishment alone does not fully address the tensions and unequal power among the communities of the Movement themselves. Similarly, such configuration by itself may not tackle the past issues between the WMF and communities regarding the Movement governance, which could have an impact in their interactions at the same formal level (level of 'Members' in the figure 3) in the Movement's governance. In this sense, to foment wider and more inclusive participation in the Global Movement, it is crucial to define scenarios, roles and responsibilities among Members themselves (that is: communities, affiliates, hubs, groups, the WMF), so that these inequalities are not tacitly embedded in the interactions among Members in the future governance structure⁴.

Additionally, needs and pains of members of those communities should inform that design from the beginning of the drafting process, so the future Movement's governance structure is clearly defined, decision-making processes are able to assess and attend to those needs with clear roles and actions that are accountable to its stakeholders, including the design of participatory processes for the decisions the communities want to participate in. Building trust and legitimacy around the

⁴ In this analysis we do not explore the differences between the existing systems of community and project self-governance and the governance of the Wikimedia Movement overall (currently under the role of the WMF Board of Trustees). We mainly focus on the conflicts and tensions identified by the literature among Wikimedia communities and how they relate to the future governance of the Movement. Even though most academic papers focus on issues from an analysis of the Wikipedia project, these issues also resonate with experiences of Wikimedians in the governance of the Movement, as we will detail in the next sections.

Movement Charter drafting process through a participatory engagement and ratification process is a first step and test as to the format of community engagement processes that may be implemented in the Movement, operationalizing participation in its global governance. Therefore, the participatory engagement *in* the MCDP, the governance structure possibly outlined in the Movement Charter and the future community engagement processes are interdependent processes in their outcomes to promote inclusivity and equity. Ultimately, under values, the future governance structure should facilitate impactful participation by design, in a virtuous cycle, with tangible positive outcomes to the communities that promote a participatory culture.

The Movement Charter

The current Movement Strategy will guide the direction for the global Wikimedia Movement through 2030. One of the recommendations of the strategy was to ‘Ensure Equity in Decision-Making’, which includes creating a Movement Charter that outlines the structures and responsibilities of a future Global Council. The Movement Charter Drafting Committee (which started with 15 members) took up their work in 2021. The Committee is in the process of developing the timeline, principles and content of a document defining roles and responsibilities for all the members and entities of the Wikimedia movement, including outlining a new Global Council for the global Movement governance⁵.

[4] Principles from Collaborative Networks and Social Movements oriented towards Fairer, Equitable and Accountable participatory processes

Before we analyze issues, pains and needs of Wikimedia communities, we want to introduce the ethical principles that guided the research analysis and recommendations in this paper, and may be inspiring as guiding principles for the MCDP participatory process design itself. The curated compilation of principles we suggest are specifically helpful to create participatory processes and practices that lead to more transparent, accountable, and inclusive governance. to start as we would in initiating a participatory process by defining guiding principles, which has informed the choices of formats, modes, roles and models of participation.

There has been a clear need stated in developing the scope of work for this paper for different practices to approach a more participatory governance model that addresses the disproportionate representation across lines of gender, geography, race, sexuality, language, seniority

⁵ https://meta.wikimedia.org/wiki/Movement_Charter

and the unequal distribution of resources among entities and communities of the Movement. Taking into account such an assessment, we analyzed movements and networks that have committed to transformative action to bring about substantive and meaningful shifts to how their communities organize, collaborate, and communicate, aiming at inclusive engagement of their contributors. We drew inspiration specifically from the Design Justice Principles and the International Indigenous Design Charter. However, it should be noted that the resources and references here are far from exhaustive and there is an opportunity to enrich participatory praxis and governance especially with references that go beyond English and Romance languages.

Design Justice Principles

The [Design Justice Principles](#)⁶ have been a guide to structure the research and choose relevant resources and case studies. The principles overall prioritize the impact over the intention of design, value lived experiences as valid contributions, seek what is already working, see change as emergent from accessible, collaborative, and accountable processes and move towards sustainable, non-exploitative solutions that heal and empower community members (Design Justice, 2018, Design Justice Network Principles). The lens of Design Justice within this White Paper led us to prioritize understanding the challenges communities face to create access to participatory spaces, seek out and adapt existing good practices to carry out sustainable and community-driven work together. As such the structure of this research such as the questions posed in interviews and selected case studies reflect the aforementioned approach. Below we present the 10 principles, and we recommend incorporating them when designing the MCDP community engagement as well. The Design Justice lens has been adopted by several projects with impactful outcomes, and a few have been curated in the following zine: [Design Justice an Emerging Exhibit of Practices](#).

Table 2- List of Design Justice Principles

| | |
|-------------|--|
| Principle 1 | We use design to sustain, heal, and empower our communities, as well as to seek liberation from exploitative and oppressive systems. |
| Principle 2 | We center the voices of those who are directly impacted by the outcomes of the design process. |

⁶ Design Justice is a set of 10 principles for more just design. These principles were collaboratively written at the Allied Media Conference, Detroit, June 2015. The aim was to approach a shared definition of “design justice” and some methods of creating a just design practice as distinguished from design with good intentions, which can be harmful, exclusionary, and can perpetuate the systems and structures that give rise to the need for design interventions in the first place.

| | |
|--------------|--|
| Principle 3 | We prioritize design’s impact on the community over the intentions of the designer. |
| Principle 4 | We view change as emergent from an accountable, accessible, and collaborative process, rather than as a point at the end of a process.* |
| Principle 5 | We see the role of the designer as a facilitator rather than an expert. |
| Principle 6 | We believe that everyone is an expert based on their own lived experience, and that we all have unique and brilliant contributions to bring to a design process. |
| Principle 7 | We share design knowledge and tools with our communities. |
| Principle 8 | We work towards sustainable, community-led and -controlled outcomes. |
| Principle 9 | We work towards non-exploitative solutions that reconnect us to the earth and to each other. |
| Principle 10 | Before seeking new design solutions, we look for what is already working at the community level. We honor and uplift traditional, indigenous, and local knowledge and practices. |

Source: <https://designjustice.org/read-the-principles>

Towards More Just Knowledge Sharing: the International Indigenous Design Charter

The [International Indigenous Design Charter \(IIDC\)](#) was conceived as a set of principles for design practitioners and buyers to adhere when working on projects involving the representation of Indigenous culture. Even though these principles have their specific purpose, they are also useful to navigate intercultural collaboration, as is the case of the Wikimedia Movement. With an emphasis on context-based communication and knowledge-sharing, the IIDC helps to collaborate across diversity, which is key to counterbalance the power inequalities we have discussed in previous sections, as well as privileges and aggressive interactions that take place, as we will analyze in the next section. From the ten principles from the Charter, we selected the following three principles, which are helpful when designing a fair participatory process (Kennedy, Greenaway & Martin, 2018):

Table 3 - List of selected International Indigenous Design Charter

| | |
|----------------|--|
| Deep Listening | Ensure respectful, culturally specific, personal engagement behaviors for effective communication and courteous interaction. Make sure to be inclusive and ensure that recognised custodians are actively involved and consulted (Kennedy, Greenaway & Martin, 2018, p. 16). |
|----------------|--|

| | |
|------------------|---|
| Shared Knowledge | Engage in courteous interactions to encourage the transmission of shared knowledge by developing a Cultural Competency Framework ⁷ at the Movement level to remain aware of those cultural realities (Kennedy, Greenaway & Martin, 2018, p. 20). |
| Shared Benefits | Ensure contributors share in the benefits from the use of their cultural knowledge (Kennedy, Greenaway & Martin, 2018, p. 22). |

Source: https://www.theicod.org/storage/app/media/resources/International_IDC_book_small_web.pdf

[5] Existing Good Practices, Issues and Pains in the Wikimedia Movement and the Movement Charter Drafting Process

After we have recommended key principles for participatory processes that tackle inequalities and promote inclusivity by design, in this section we delve deeper into our diagnosis of participation in the Wikimedia Movement. First, we outline good practices identified in the interviews conducted with Wikimedians. The Movement itself has and is already experimenting with practices and resources that can help to make participation more accessible. Next, we analyze the issues, pains and challenges also identified from interviews and a focus group. This analysis derives into case studies of other global organizations that were selected because of their good practices that could be adapted or replicated in the Wikimedia Movement to tackle the barriers we analyze in this section.

Good Practices from Wikimedia Communities

While assessing issues is of the utmost relevance for improving and implementing a more participatory approach, identifying what is already working within Wikimedia communities is just as important to drive community-led and sustainable solutions. Many of the communities in the Wikimedia Movement have implemented protocols to engage contributors and newcomers in their local contexts. **It may be helpful to map some of the good practices and with those communities and co-implement them in participatory processes.**

⁷ For more information, see for example: <https://nccc.georgetown.edu/foundations/framework.php>

Open Attitudes on Social Media and Chat Applications

Regarding how individuals connect and participate within Wikimedia communities, opening new spaces on Telegram and social media enabled greater ease of communication around asking and answering questions. In interviews, participants mentioned some senior members have expectations and implicit ideas about what is a 'good' or 'stupid' question and what newcomers should learn by themselves. However, using apps such as Telegram has enabled people to connect and find out information with little hassle or criticism.

Wikimedia's On-boarding Spaces

Getting started in Wikimedia is a difficulty for newcomers across the board, especially concerning the global Movement governance. However, the work of onboarding newcomers and facilitating their experiences has been taken on through various community efforts. Even though the examples below are meant to onboard contributors into editing activities, their protocols are helpful as inspiration for language, format, reach and outcomes, and the key-learnings from their experience. As a result they may be useful to design onboarding experiences to Wikimedia organizations or global Movement-level governance processes, which can be hard to grasp at first in terms of amount and complexity of information, vocabulary, roles, spaces and pathways. We recommend inviting contributors active in those projects to help design onboarding into global decision-making processes, and to map good practices with them. Below we lists a few of these initiatives:

- [Tea House, a more friendly help space](#)
- [3O - Third Opinion](#)
- [The Wikipedia Adventure](#)

To continue this work, it may be helpful to create awareness on onboarding strategies based on the most effective or impactful onboarding practices in the past (including those that were not aimed at onboarding into decision-making processes or organizations), making them accessible in other languages, and building greater awareness of them to Wikimedia English communities outside

of the Global North. Doing a survey among Wikimedians to identify onboarding strategies and practices may prove useful.

Solidarity and Sharing among Chapters

In interviews for this paper, participants also described experiences of exchanging support among chapters. Even with low resources, there are notable examples of strong solidarity, by helping each other organize and build local Wikimedia groups in the Global South. Developing resilient networks in and around Wikimedia to sustain Wikimedia communities, to amplify voices often pushed to the background and to connect across cultural differences are an inspiring collective achievement. Many interviews in the course of this research highlighted the pride and growth that participants felt in connecting with the larger Movement and working across cultures and borders, which also aligned with the motivations collected in the [Movement Strategy Playbook](#). Growing and facilitating this solidarity and network-building especially at more regional scales may be a way to strengthen global governance and foment an inclusive participatory culture.

Local good practices

In the interviews, participants also shared experiences and milestones they are proud of, that have been successful or good practices that are working well in their communities. Below we highlight two practices that may prove helpful if reconceived and adapted to participatory processes with enough context and consultations to those creating and implementing them.

Community Officer (México)

In the Mexico Chapter, the community is experimenting with the role of a community officer. Over the last months, the initiative has received positive feedback in that local context. Within the Mexican Chapter, a community officer is a person whose job is to accompany people if they have a question, if they need to learn to set up any tools, or if they have any query related to their daily activities. In the case that the officer cannot answer those questions or teach that person, they connect those that need help to someone who can. The community officer was mentioned as less of a recommendation to tackle low participation issues and more as good practice in terms of community-level operations where it has proven effective and helpful.

Consensus Making with Musyawarah-Mufakat (Indonesia)

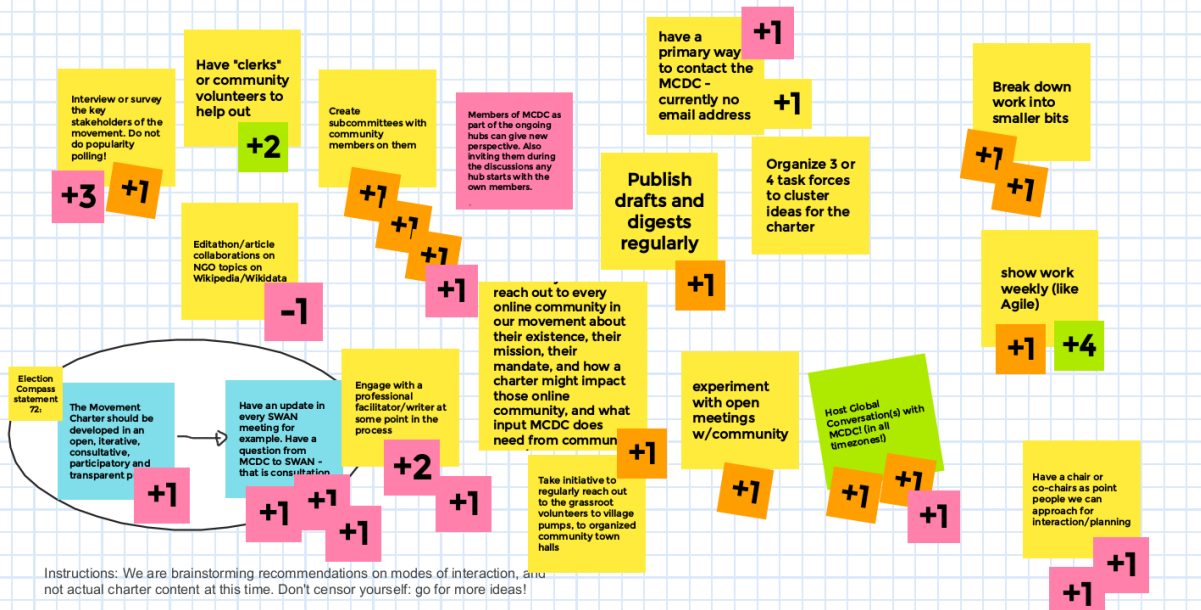
In the Indonesian chapter the consensus practice, Musyawarah-Mufakat, was mentioned. In the context of this research around participation, an interviewee brought up this practice as emphasizing listening and reaching a decision that satisfies participants enough. It could be useful to consult with Wikimedia communities to map different forms of consensus practices, and to co-share this knowledge into the Movement's participatory processes with contextual input from the perspective of the communities that implement these practices.

The Movement Charter Drafting Process: Wikimedia's communities needs

Regarding the MCDP, we already know some of the needs and pains Wikimedia communities have from previous consultations (see figure 4 below). In this Process, the Wikimedia communities mainly ask to have volunteers as points of contact, task forces or subcommunities to proactively take part, frequent information sharing from the Drafting Committee, channels for community inputs and open discussions. In sum, communities and affiliates want to be kept in the loop, to have spaces to give input, to be listened to and to have brokers or facilitators to ease engaging with the Drafting Process. Here as we can see, communities manifest at least some interest in taking part in the Drafting Process, but for that they need resources (e.g.: interim drafts and digests, weekly progress reports, professional facilitators, interviews and surveys), spaces (Global Conversations, task forces, visits/reaching out to communities and hubs), protocols (accessible forms of contact, open meetings), accessible phases of participation (breaking down Drafting Process in smaller steps). By the end of this paper, from the research we conducted with Wikimedians, we will suggest recommendations that touch on all these need points. Before we do it, though, we need to further explore other pains and issues Wikimedians expressed when discussing participation in the Movement in general.

Figure 4 - What has the community asked for the Drafting process of the Movement Charter

How might the MCDC interact and engage with the community during the drafting process?



Source: https://jamboard.google.com/d/119FUWjTxXdD_Z4XcXLGQ769wCag6HpuukKzxyZEBkP4/viewer?f=0

Identified Issues and Barriers to Participation in the Movement

The Detroit Digital Justice Coalition’s (DDJC) digital justice principles provided a framework to map and analyze some of the issues and barriers to participation in the Wikimedia Movement identified in documents, interviews and a focus group. Unlike other metrics or frameworks that assess engagement through content creation, responsiveness or traffic, the DDJC focuses on the health, participation, access and common ownership of the human communities using the technology. Using these specific thematic areas, issues around participation in Wikimedia were categorized into subtopics. The thematic areas and the subtopics for issues detected are illustrated in the following table:

Table 4 - Issues related to participation in the Wikimedia Movement, identified by thematic area and subtopic

| Thematic Area | Subtopic | Recommendations and suggestions |
|---------------|----------|---------------------------------|
|---------------|----------|---------------------------------|

| | | |
|------------------|---|--|
| Access | Uneven Experiences between the Global South and the Global North | Raising awareness and greater solidarity towards marginalized communities |
| | Communication infrastructure and access to information | Using multiple means of communication |
| | Diversity of Languages | Translation for meetings and documents |
| Participation | Privilege as a Barrier to Participation | Facilitation and protocols for healthy communities |
| | Harassment and Cyber Violence | Tools, protocols, roles and resources for addressing and preventing situations of harassment and violence |
| | Misogyny and Entitlement | Protocols along with workshops and training, and material support for community-led solutions to face misogyny and entitlement |
| | Lack of Diverse Representation | Promoting diversity and accessibility in participatory spaces and governance bodies |
| | Limited Modes of Participation | Sense-making moments, participatory governance by design and a more processes-oriented approach to decision-making |
| | Valuing Volunteers and their Time | Incentives like training and certificates to foster participation |
| | Time Management | Planning for required volunteer time |
| Common ownership | Shared Values | Outlining values guiding participation |
| | Clear Roles and Expectations in Decision-Making | Clear messaging and points of access to participate |

| | | |
|---------------------|----------------------------|--|
| Healthy Communities | Conflict Resolution | Protocols and shared practices to work through conflict |
| | Maintenance | Regular maintenance of documentation, governance practices, and code |

Source: Created by Platoniq based on DDJC digital justice principles

Access

Below we analyze issues related to technology and internet access, resources, language diversity, time zone difference, as well as the socio-political context that results in barriers to participation in the Wikimedia Movement. Access, in our analysis, is directly related to the costs of participation that contributors, groups and organizations have to afford to participate.

Uneven Experiences between the Global South and the Global North

- Unequal time and resources to participate

In this section we intentionally use Global South and Global North because it was a self-referential term used by interviewees, and because it conveys a shared historic experience connected to geopolitical inequalities of resources and power⁸. Many participants located in the Global North, when asked what role geography played in determining the dynamics of participation in Wikimedia, stated that culture and language were more important determinants. However, when the same question was asked to participants in the Global South many identified a lack of sensitivity towards the local context along with issues and inequalities faced due to being based in the Global South. From coordinating and attending meetings across time zones and lack of or limited access to internet infrastructure to political and climate instability there were a host of issues that are amplified for Global South participants especially if other factors such as wealth, gender, age, and race condition their access and level of engagement in Wikimedia.

In addition, inequalities in levels of participation are also related to differentiated modes of understanding metrics of success and approaches to maintaining networks and communities. For example, rather than focus on growing the number of editors, it may be just as important to look at the numbers of readers and the increased awareness of Wikimedia in Global South local contexts. While the Global North may enjoy a ubiquitous presence of Wikimedia in their digital environment, the case is not true for other contexts. The work of bridging this divide takes a lot of effort from local communities and needs to be shouldered by Global North contributors working in global

⁸ 'Global North' and 'Global South' do not literally convey a strict division across geographical positioning or imply geographically deterministic assumptions about countries and peoples.

governance. **To tackle this issue, participants suggested raising awareness and practicing greater solidarity towards their Global South peers.**

Communication infrastructure and access to information

- Convoluted and text-heavy communication
- Lack of multimedia accessible means of communication
- Poor information management: either too little or too much information

The 'official' and recognised mode of communication and chatting within the Wikimedia Movement appeared to be the Meta Wiki Talk Pages (Discussions). However, there appeared to be trepidation in approaching Talk Pages on Meta. From contributors dismissing each other for not knowing how to properly set up or engage in a Talk Page, sensing a lack of diversity in those spaces, and the dominance of English, the Meta Wiki does not appear to be a welcoming space. The Meta Wiki is less accessible to most contributors because it requires participants to understand the context of the conversations which includes navigating lengthy texts and guessing subtext. To connect despite these barriers, Wikimedians across the world have adopted platforms such as Telegram and other social media where contributors have observed more welcoming reactions to questions, doubts, and comments.

However, more than just connecting, most interviewees identified a need for a communications strategy that does **not rely on lengthy texts and reporting but incorporates different means of communication, whether visual or audio.**

Diversity of Languages

- When discussing different forms of participation it seemed that participants primarily using English experienced a wider range of means with which they could participate in Wikimedia, on board, and encounter help and support in their pathway to participating in Wikimedia.

English and German are dominant languages within the Wikimedia Movement. However, consideration needs to be given to other languages, from representation on the WMF's social media accounts to **prioritizing translation broadly for participants** - i.e. even if there is only one representative of a language group, it still merits translation services. There appears to be ongoing work around improving multilingual collaboration and the reflections in the Movement Charter Drafting Process and the Movement Strategy Recommendations include multiple great points to continue that work.

Participation

Privilege as a Barrier to Participation

Guarding certain spaces or privileges in Wikimedia appears to stem from gender discrimination, a fear of losing power or control to newcomers, or the belief that certain people are meant to be Wikimedians and certain people are not. The markers of those who are 'natural' Wikimedians seem to be informed by one's ability to teach themselves how to participate in talk pages, reading lengthy descriptions, and ruffle few feathers around issues of equity and diversity. Often the notion of 'natural' Wikimedian appears to have led to an over representation of white, cis-men who have the space and time to engage in lengthy debates or speak the loudest the longest leaving little room and patience of other contributors and collaborators. **Working with external facilitators and establishing protocols for healthy communities and deep listening can be useful to tackle this issue and prevent further burn out from members in the Wikimedia Movement.**

Harassment and Cyber Violence

Gender-based violence, harassment and discrimination are ongoing and prevalent phenomena from which Wikimedia is not excluded. While there has been much celebration around its Friendly Space policy, harassment and cyber violence persist, especially with a lack of **tools, protocols, roles and resources for prevention, protection and accountability** available in different languages and considering different cultural contexts.

Misogyny and Entitlement

- Lack of power-sharing perspective from senior contributors

Most participants in this study highlighted the issue of misogyny and white, male entitlement. Many of the interviewees also cited witnessing or being subject to policing or even punishment due to their gender or sexual orientation, in addition to conditioning their participation to avoid conflict around issues such as diversity or gender equality. The misogyny observed was often accompanied by entitlement. Entitlement in this case refers to the space and power that a person feels they deserve that then dictates how others are then obligated to treat them. Working around the unfounded or misogynistic entitlement of a participant or groups of participants was a recurring issue globally as well. **Protocols along with workshops and training can raise awareness on these**

issues. However, we highly recommend material support for community-led solutions that address impact and prioritize sustainable outcomes that tackle harmful attitudes and work environments.

Lack of Diverse Representation

- Many of those who could make time and participate are on Wikimedia's payroll

Diverse representation appears to be an issue with a 'high conflict potential'. While the conversation might be difficult, it is necessary for the health and well-being of the Movement, its members, and the sustainability of Wikimedia. The lack of diverse representation can be attributed to differences in resources, funds, training, access to the internet in addition to misogyny, harassment, the dominance of English, hostility to newcomers, and lack of outreach and bridge-building with different language groups. For example, the Meta Wiki is made up almost entirely of English speaking contributions and few others feel comfortable or see the merit in using the space to connect or voice their opinions. However, on a more positive note, greater gender parity among those on payroll at the WMF and other Wikimedia organizations seems to have been well received along with a concerted effort at a grassroots level or national level to promote greater gender parity and representation along with a strong desire to find ways to address disparities around wealth, solidarity and support to foster higher levels of community engagement in the Movement's governance. On the one hand, **using clear, transparent, and accountable sortition methods to invite or select members to committees or working groups, implementing criterias or quotas that foster diversity and/or a proportional electoral system to elect delegates** are possible recommendations to deal with this issue, when combined with protocols mentioned before.

Limited Modes of Participation

The modes of participation in the governance of Wikimedia have been mostly informing, voting and sporadic consultation. While there may appear to be a lack of interest from the wider community to meaningfully participate in the Movement's governance, there was, for instance, an overall negative reaction to the proposal of Wikimedia's rebranding due to lack of previous consultation with Wikimedia communities. As this situation made explicit, more meaningful participation in the decision-making process across the Movement is a need. One contributor concluded the communities and organizations need to be more proactive instead of reactive to decisions made by the WMF about the Movement's strategy and governance, indicating there is interest in having their say in decisions affecting them. Through learning from past challenges in the Movement, key question to pose when approaching future decision-making processes might be:

- What went well and what did not work with the rebranding process, for instance?

- What would be the necessary proactive measures to address the underlying issues that appeared in the rebranding proposal?

One suggestion would be **incorporating sense-making moments, establishing a governance that is participatory by design and a more processes-oriented approach to decision-making and communicating the different phases (timelines) and the participatory activities in each phase. These might increase transparency and understanding of how decisions are being made.** Finally, it may be useful to include an accountability phase and impact evaluation of the decision-making processes on the Wikimedia Movement, so that community engagement processes close with key-learnings outlined to better approach decision-making in the future.

Valuing Volunteers and their Time

- Perception that WMF does not value, acknowledge, count or measure volunteer time not expressed as number of edits or publications

Volunteering takes many forms, and not all forms are equally visible or valued by the wider Wikimedia Movement. So while currently there is a culture of volunteers feeling a sense of status through seniority or even number of editions, there is not the same sense of status for example around grassroots organizing or supporting other members to read, edit, and publish. Additionally, it should be noted that Global South volunteering comes at a higher personal cost whether it is finding a connection, making time, managing time to conciliate through time zones or generally dedicating resources to unpaid work.

Compensation and paid work may not always be possible, however both training opportunities and recognition for work even if symbolic were proposals that came up multiple times to mark individuals time spent, to help tackle burnout, and to value their efforts. Finally, it should be considered how volunteer labor connects to other areas of their lives, i.e. how might recognition for volunteer work serve an individual beyond Wikimedia? How might volunteering be rewarded and incentivized beyond Wikimedia spaces? Wikimedians who are not paid but participate in global governance processes often find ways to overlap their jobs with Wikimedia, because dedicating time to Wikimedia solely in itself as a volunteer might not be feasible. In this context, even paid staff found their volunteer time scarce. So to consider **offering useful training, creating certificates, raising awareness for how Wikimedia supports certain industries such as GLAMs or in the classroom might foster greater participation especially for those who are unpaid and have not hacked compensation for time with Wikimedia.** Wikimedia is an ecosystem that accommodates various types of contributions, and giving people recognition for the skills they have developed as

community organizers, managers, content creators, strategists, etc may support those doing that work, especially as volunteers, fomenting at least some motivation to continue.

Time Management

The 2030 Movement Strategy Process, for instance, has taken much longer than anticipated, and the Movement Charter Drafting Process may also take more time than expected to reach legitimated consensus. In the case of the 2030 Movement Strategy, with it has come burnout and exhaustion for many contributors involved. Moving forward with the Movement Charter Drafting Process will require **planning that outlines how communities' time will be managed and especially if increased participation is expected how many volunteer hours, approximately, will be required.** Having a strong understanding of volunteer and extra hours will be necessary to being proactive about developing incentives and outcomes for communities to participate.

Common ownership

Shared Values

Shared values were difficult to identify in Wikimedia. Free knowledge resonated with many of the interviewees as the main goal of the Movement, however there seems to be much contention around the ethos of Wikimedia. What is mostly concerning about the conversations around shared values are the tension around them. Many find discussing issues especially around representation and equity to have a high potential for conflict that would only further demand more energy, time, and patience from those already marginalized in the community. Furthermore, self-censorship has appeared as a means to sustain participation in Wikimedia, which implies these tensions may be preventing broader participation. It may be useful to, on the one hand, **work on Movement values as a section of the Movement Charter, and on the other hand, to discuss and agree upon values to guide the community engagement in the Drafting Process as aligned with the Movement 2030 Strategy.** In doing so, the drafting process can stand on the high legitimacy of the 2030 Movement Strategy Process.

Clear Roles and Expectations in Decision-Making

Clear messaging, expectations, and guidance for how to follow and participate in decision-making is needed, and that has been reflected in interviews, the Meta Discussions, and in the 2030 Movement Strategy. Factors identified as key incentives to participating in decision-making are having a network of supporters, having the confidence to speak loudly and to sustain

engagement for longer. To promote such a shift, **there must be easier points of access for individuals to understand the context of decisions, make connections in the Wikimedia Movement, and feel safe enough to voice opinions without fear of harassment or bullying.**

Healthy communities

Just as in the physical, the way people design their digital communities has an impact on an individual and collective well being. This section was created to address not just the technical aspects of participating in Wikimedia but to also consider the mental and emotional issues and impacts that affect participation.

Conflict Resolution

In Wikimedia, conflicts are managed in a variety of ways from Request for Comments (RFC) and letting time pass to invoking the Foundation to step in. However, there seems to be little protocol to guide individuals in navigating conflict. Drafting and ratifying the Movement Charter will require confronting tensions and issues that might have a potential for conflict. A proactive first step might be to define what it means to address issues that cause tension and collaborate on creating solutions rather than addressing them with avoidance, fear, or to react in crisis. Design Justice and IIDC principles can be operationalized to deal with conflicts, and **the case study of Black Lives Matter and GreaterThan/Ouishare are useful in presenting examples and key-learnings for a conflict resolution protocol.**

Maintenance

Wikimedia's first project - Wikipedia - is just shy of being more than two decades old. Wikimedia is not a startup and has a number of milestone's to celebrate in terms of global reach and sustainability. However, there appears to be a work ethos where the typical scenario is a lot of work and few people or few dedicated people to do it, and the questions around how to finish the work are guided by pragmatism. Working without connecting to a longer term vision and infrastructure undercuts the growth and maturity of the Wikimedia Movement. **Regular maintenance of documentation, governance practices, and code needs to be considered for the long-term sustainability of the Movement.**

From the previous contextual analysis of the Wikimedia Movement, we have identified multiple tensions: the tendency to bureaucratization versus the community organizing, the conflicts between the Wikimedia Foundation and Wikimedia Movement contributors, the asymmetries

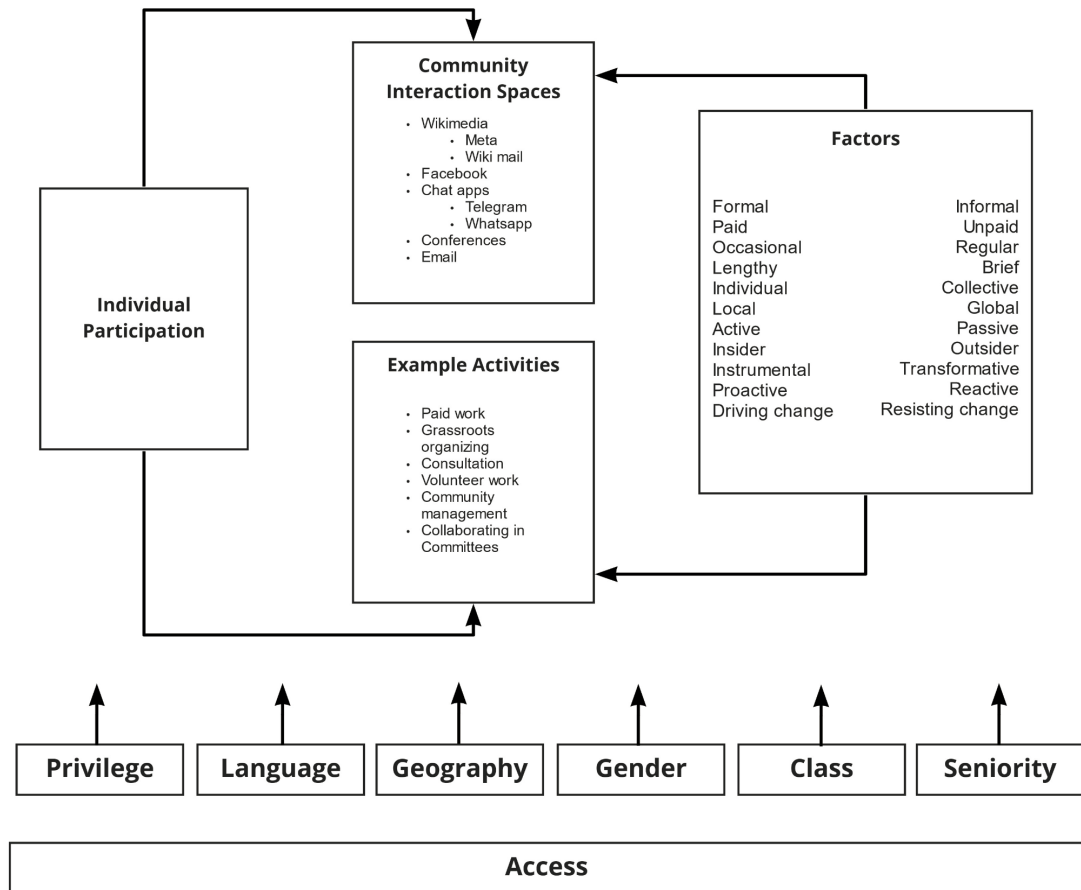
between professional work and volunteering, the tensions between moving faster with decisions made by few or taking longer to decide among many. From a justice-oriented and equitable perspective, those who are harmed and impacted in the aforementioned scenarios should have their needs and concerns prioritized and addressed in and through the design of such a participatory process for Wikimedia to heal, mature, and sustain.

[6] Pathways to Participation

‘You can be a Wikipedian for 20 years and never have any contact with any of the organizing bodies of Wikimedia’

The figure below illustrates the ways many Wikimedians access to participate in the global governance of Wikimedia. The pathways to participation are many, as a result of no specific global strategy for introducing individuals and communities to the governance or community management in the Movement. While many Wikimedians may lack interest in global governance, the suggestion would still be to create clear pathways for those who might be keen but are unaware of how to enter and the positive impact their presence would have for their Wikimedia movement. The organic and often self-directed path to participating in decision-making falters when several barriers to access weakens and curtails a robustly diverse governance body capable of addressing the needs of a global organization.

Figure 5 - Pathways to participation in the Wikimedia Movement



Source: Created by Platoniq based on the 'Pathways to Participation' report by Involve.

This diagram is a simplified visual of the issues highlighted in section five 'The Case of Wikimedia and the Drafting the Movement charter. Obstacles to participation or access to participatory pathways are within the Wikimedia Movement often related to privilege, language, geopolitics, gender, class, and seniority. Then from there a number of factors impact how an individual participates in community-building spaces from whether or not it is formal or informal to whether it is local or global. Then finally as mentioned above, this diagram does not map how individuals are able to arrive to a Meta Wiki chat page because across the globe this process is different, unclear, and often influenced by implicit networks within the Movement. Creating access to participation is both about addressing the barriers as well as making the pathway to specific spaces and places in the movement clear.

[7] Inspirational case studies: good practices from other global organizations

The four cases chosen below tackle different aspects of designing a participatory process. The knowledges and expertise of these organizations are complementary and are helpful examples to global organizations like Wikimedia. Black Lives Matter's internal protocols are useful to operationalize conflict-resolution protocols and trust restoring internal community relations. The GreaterThan/Ouishare case offers key learnings on interpersonal communication and human relations, focusing on the contributors journey through collaboration. The CEDAW and IWRAW cases are inspirational examples of translational ratification processes and inter-community relations that can strengthen and promote engagement from marginalized communities.

Black Lives Matter: transformative protocols from a global Movement

Conflict resolution in Black Lives Matter: roles, practices and questions to ask to restore interpersonal relations

Knowing the Wikimedia Movement has faced tensions and conflict concerning its organizational structure, it is useful to implement conflict resolution protocols even before designing a participatory process. The Black Lives Matter Movement (BLM) has developed protocols and relevant recommendations⁹ on **how to deal with conflict and how to exercise accountability in interpersonal relations in the movement**. First, BLM explicitly acknowledges there are and there will be conflicts among its members, then they are explicit in setting up steps to assess and deal with these situations. The protocols developed by BLM are useful to frame and tackle inequalities of **access**,

In BLM, conflict-handling starts by **direct communication** and **assessing the 'now'**: characterizing the **situation of balance/unbalance, who is benefited or being harmed, who has power to impact the process, who can help**: roles of people capable to see multiple perspectives, networkers, brokers, etc.

⁹ https://blacklivesmatter.com/wp-content/uploads/2018/01/BLM_ChapterConflict_r1.pdf

To channel learnings from conflict situations and to generate trust after resolution, BLM promotes accountability as a restorative process, and not only as a governance mechanism as we mentioned in previous sections. According to its protocols, it “involves **listening, learning, taking responsibility, and changing**. It involves conscientiously **creating opportunities for direct communication**, understanding and **repairing of harm, readjustment of power** toward empowerment and equal sharing of power, and **rebuilding of relationships and communities** toward safety, respect, and happiness”. Prioritizing community health and fairness by design would generate a participatory process that anticipates the possibility of conflicts and holds principles of direct, friendly and accountable communication, with mechanisms in place to assign roles for mediation and resolution and to interrupt violent interactions.

GreaterThan & Ouishare: experiences and good practices for self-organizing

We interviewed a [GreaterThan](#) and [Ouishare](#) member, two organizations that have experimented with self-organization, collaborative projects and community-building. Ouishare is a non-profit collaborative network started in France in 2012, and GreaterThan is a Stewardship-Owned Company with a cooperative governance structure. GreaterThan works on systemic collaboration in workspaces, including participatory budgeting. Both projects have a history of experimenting with collaborative practices and decision-making, offering key learnings and good practices that can be useful for the Wikimedia Movement when designing their own participatory processes.

On Conflict-handling at GreaterThan

As detailed by the GreaterThan interviewee, written communication for debating can make conflicts escalate. When facing those situations, the conflict resolution protocol of her organization recommends direct communication (similar to BLM) in which contributors can assess each other’s intentions and context:

“Most conflicts that have escalated in any of these groups are always written communication. I think you just can't get the information you need about what the person is trying to say, their intentions and their context if you're not at least talking live. [...]Be aware

of how hard this is [...], doing this across countries and continents with so many different frames of reference, it feels like a minefield". [...] If you look at GreaterThan's conflict resolution guidelines, if there's a conflict, get off Loomio (a decision-making platform) and get on the phone or ask your steward and have a conversation. In GreaterThan we don't have long debates on Loomio, we use it mainly for decision-making and for documenting decisions.

Besides direct communication, she recommends contributors to **assess context and intentions** when approaching conversations and handling conflict. It may be useful to hold facilitations to work on the internal culture of communication in the Movement.

How to make participants engaged?

In the designing process of a participatory process, creating a journey of participation to promote contributors' engagement is crucial. After assessing the why, the who, the how, the when and the what (see recommendations), it is very important to communicate that design in an intuitive and accessible step-by-step. **As the interviewee explains below, it is easier and more intuitive to participate when it is clear which governance tasks include participatory processes as part of the decision-making, which forms of participation are available, which resources can they access to participate, which value participants take from engaging, and which outcomes will be generated from their input.** As she explains,

"It really is about clarity of understanding. Where are we as an organization now and how really do we want people to engage and how can they do that, and designing that journey [...]. If you have a clearly designed pathways, [...] making that value exchange really clear and being 100% honest about it, that is hopefully what will also help you rebuild the trust to not make it seem like you're hiding something or while you say this, but actually, then later you're going to change it or you're not going to actually do it."

Forms of decision-making

From her experience in those organizations, the interviewee also reflects on the scarcity of time to make decisions collectively, and the necessary collective agreements - on roles, responsibilities and forms of accountability. In this sense, she explains it is important to make sure that those decisions that do not need collective consultation could be made quicker and by smaller groups in the organization. It is worth noting that those agreements benefit much from

implementing initiatives to restore trust among communities and contributors in the Movement. She argues that:

“For an advice process and consent concept to work, you really **need clear roles and accountabilities**, it's hard to do one without the other, because if I have a certain role, I know I can make this decision on my own, or I can just get a bit of input and then I can just go for it. You need to develop over time the sort of intuition for knowing ‘do I need to ask everyone’, ‘should we do this as a consent decision, or ‘should I just do advice from our experience?’ ”

Forms of participation

The interviewee further recommends - still taking into account the scarcity of time to make decisions collectively - that **communities and contributors have spaces, with an agreed periodicity, to brainstorm on inputs, concerns and demands**. As reflected in the recommendations, these different forms of participation can serve multiple purposes and be adapted to the communities availability and needs.

“It's quite essential to open up more spaces for sense-making and divergent thinking that's intentional. [...] Instead of saying ‘we make more decisions with everybody’, every six months [for instance] we have a certain session that's very divergent. It's very much about connecting dots and seeing patterns and bringing out lots of stuff, that's where you want to engage many people. And then you have a few or one or two people that have authority over different bits [of the discussion] that say “okay, this is what we're going to take” ”.

On-boarding

Finally, she shared some of her experiences with on-boarding in collaborative organizations. A key learning she took regarding this process is **making sure that the on-boarding design is compatible with the further participatory journey in itself**. In this sense, if the on-boarding for a participatory process is very comprehensive and supportive, the participatory journey itself should also count on resources, mechanisms and other community support for those that are entering these processes.

“One thing that I find quite useful is how can the on-boarding process reflect what people will find [in the organization], because otherwise it's a huge disappointment. Often it's like

this community that I'm part of, they designed this incredible welcome experience for one week. But after that there was zero effort in any community-building. The jarring difference is like it doesn't actually prepare you for what's to come, and then you're just flat down and sad.”

The Case of Ratifying CEDAW

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is the most comprehensive international treaty on women's human rights. CEDAW, adopted in 1979 by the UN General Assembly, is often described as an international bill of rights for women. The CEDAW convention ‘provides a positive legal framework for women’s rights but it will not automatically confer rights on women.’ In other words it legitimizes women’s claims for rights, however much still depends on the political will of a people and their governments. It is considered one of the most successful treaties within the U.N. (IWRAP, 2022, ‘What is CEDAW’).

CEDAW was chosen as a case study because of its transnational ratification process, cross-cultural communication and collaboration involved, and its hybrid structure that relies on both bureaucratic mechanisms and grassroots social mobilization.¹⁰

Ratification

Each nation state that is a member of the United Nations is encouraged to ratify CEDAW, thereby making CEDAW applicable by law in each national context. Countries that have not ratified CEDAW are as follows: Iran, Palau, Somalia, Sudan, and Tonga. The United States is the only country to have signed but not ratified the Convention.

Relevant Concerns Ratifying CEDAW

A concern for the countries that have not ratified CEDAW is that the ratification of CEDAW would give too much power to international governance bodies that would then override federal or state laws. However, the response is that CEDAW as with any other law or amendment would have to pass through a nation’s legislative process and as with other international treaties and agreements countries can express reservations and declarations where there are discrepancies between a treaty and national laws. Countries are encouraged to promote non discrimination where discrepancies occur (Amnesty International USA, 2010).

¹⁰ Additionally, CEDAW was chosen because of an interest in UN processes on the meta-wiki in addition to interest in ratification.

Implementation

The implementation of CEDAW in each country that has ratified the treaty is monitored by the CEDAW Committee. The committee is made up of 23 experts. Each expert is selected and elected by their state. Elections for experts must meet the standards established by CEDAW. Each expert part of the committee has the position for four years (U.N. Women, n.d.). The Committee oversees the progress on the status of women through reviewing country reports (written one year after ratification and thereafter every four years). The reports are presented by representatives so that a dialog can be incorporated into the review. The committee then makes recommendations taking into consideration the dialog with representatives and the report (U.N. Women).

It should be noted that the structured dialogue that exists today with clear protocol and expectations was a process that improved over time. Initially reports were few attempts and initiative to improve the relatively new system. However, through advocacy and raised awareness there are now more robust processes and ecosystems around CEDAW.

Shadow or Alternative Report

A shadow report is a critique of the government's country report typically written by a civil society group or organization. A shadow report highlights if information is missing or misrepresented to give a more whole picture on the status of women in relation to CEDAW (For NGOs, n.d.). The shadow report serves as a unique space in the CEDAW governance process that enables multiple perspectives and voices to report.

Takeaways

- Ratification of policies may not be unanimous among communities collaborating towards similar goals, even in the context of a document considered to be the international standard for human rights
- Ratification of policies is a process that involves multiple strategies, timelines, and accountable actors to connect with local communities and global bodies to make meaningful change
- Impact and engagement with governance and policy-making happens through creating awareness, involving, and collaborating with national and grassroots organizations and communities

IWRAW AP: An Intermediary Organization Engaging Stakeholders and Increasing Participation with CEDAW

International Women's Rights Action Watch ([IWRAW](#)) is a feminist Asia Pacific, regional organization, that in relation to CEDAW serves as an intermediary organization supporting governments and civil society to interpret, carry out activities, and write reports and documentation. IWRAW was founded 30 years ago by Mary Shanthi Dairiam. Over the past three decades IWRAW has supported grassroots and national organizations participating in the CEDAW processes from providing capacity-building and training to accompany people in the process of presenting reports to the CEDAW committee. The work of IWRAW has changed over time from awareness building and report writing to facilitating access and use of the CEDAW processes by national civil societies. The choice to focus on IWRAW was to include an organization whose role and expertise is in facilitating the process of governance, supporting the participation of marginalized communities and working with organizations from the Global South.

Making CEDAW Accessible

The work of IWRAW has transformed over time just as the attitudes and movements towards gender justice. Initially the work to engage people in the CEDAW governance process was mainly to raise awareness that the CEDAW existed and could be useful as a mechanism to lobby for women's rights. Raising awareness around CEDAW was not just to inform people about the U.N.'s convention, but also to initiate conversations around rights, rights of women, and how participation in the U.N. could have meaningful impact on local and national contexts. Shanthi Dairiam is quoted as saying:

IWRAW Asia Pacific was built on the premise that, without a politically aware and active constituency at the national level, the normative gains made in relation to women's rights at the international level could not be sustained...The contribution that IWRAW has made is a bridge...between national and international activism (Zwingel, 2016, p. 149).

Initially, at the beginning of IWRAW AP's work with CEDAW the centerpoint of IWRAW's awareness raising activities was its newsletter 'The Women'sWatch' in 1987, which created an opportunity for making contacts, sharing information, and starting discussion around what were generally areas where information seemed opaque or privileged. Other activities to raise awareness included training, seminars, and conferences to make clear the concepts of CEDAW as well as its mechanisms. For example, in 1997 IWRAW AP launched the Global to Local Programme to facilitate

the direct participation of women's organizations in CEDAW. Projects such as the aforementioned are what make IWRAP AP unique within the CEDAW ecosystem, making CEDAW a relevant and living document. Additionally, IWRAP AP assists organizations when presenting to the CEDAW committee by hosting a pre-session, in session, and post-session. Trainers provide support in writing, presentation and navigating the committee as a whole (Zwingel, 2016). IWRAP AP provides multiple types of support and accompaniment to participants in the CEDAW process which has changed over the years. From a newsletter to capacity-building, currently the focus is on not simply bringing in expertise but also reflecting on the care work and for example incorporating moderators and facilitators who can 'read' the room and work with and across cultural and linguistic differences.

Using IWRAP as a case study highlights the importance of bridging transnational processes to national and local organizations and communities. This bridge-building started with raising awareness but also highlights the need for specific work whether it be by organizations, individuals, or institutions to create pathways to participation and between national and international participation. IWRAP was selected because of their work on creating pathways to participation and importantly being sensitive to working with marginalized communities and contexts in the Global South.

[8] Recommendations for designing a participatory process

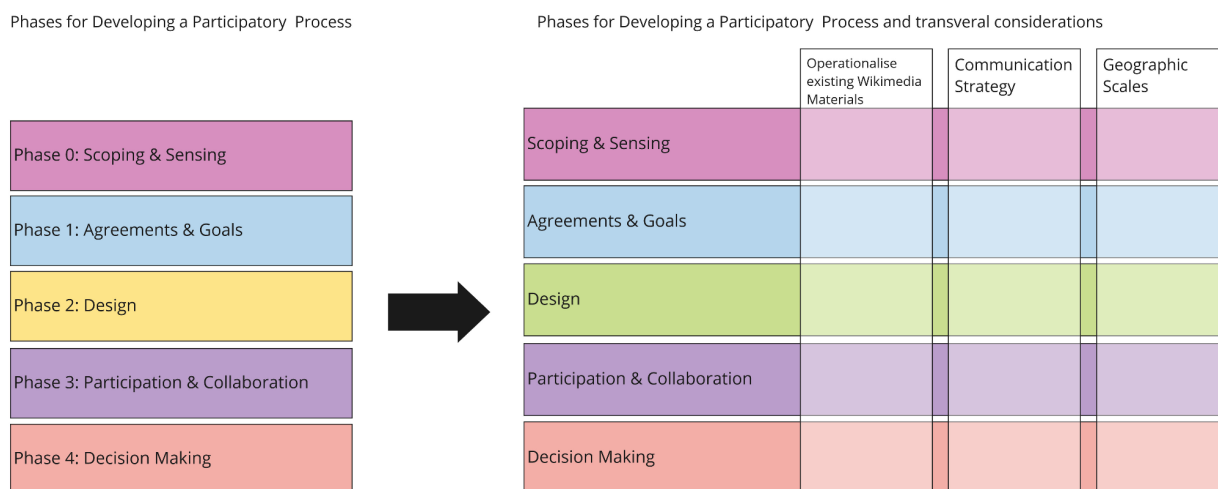
The recommendations in this section aim to provide insights into developing a more participatory approach to debating, consulting and decision-making within the Wikimedia Movement. Our more solution-oriented approach has been informed by conversations and recommendations with Wikimedia members. However, it should be noted that these recommendations are a broad overview and are not grounded in the specific contextual complexity of the different affiliates and regions they are based, it is not a one-size-fits-all framework. Our recommendation is to conduct further research, open dialogs, and make space to co-develop solutions that considers impact over the intentions or design.

Below is a simplified synthesis for the different design phases of a participatory process and the transversal considerations that this research demonstrates would support clearer pathways to participation.

Phases of Developing a Participatory Process

Below is a very synthesized and simplified version of a canvas for developing a participatory process. It should be noted that iteration, rethinking, and redesign should likely happen in any given phase.

Figure 6: An Outline of the Phases for Developing a Participatory Process with Transversal Work Areas Observed in Wikimedia



Sensing

Sensing¹¹ is often considered the period in which data is collected around actions and ideas to feed the design process. In the case of the Wikimedia Movement a recommendation would be to carry out a survey or consultations that map out existing good practices for creating clear pathways to participation and community engagement. Sensing can be an opportunity to build awareness of the larger participatory process to be carried out and evaluate the Movement’s recent milestones in community engagement processes and how it matches with the Movement 2030 strategy. Data collection in this case is recommended to be open to the movement. The outputs from sensing should be digested and serve as inspiration for the next phase of the design. Part of the results of this paper also contribute to a sensing phase that can benefit from a dedicated survey on existing good practices.

¹¹ Sensing in this recommendation roadmap to design a participatory process is different from a loosely-structured brainstorming - or sense-making - mentioned in the Ouishare/GreaterThan case, which is considered as a participatory debate itself to take place periodically to allow contributors to freely raise issues, concerns and demands.

Scoping

While the Wikimedia Charter Drafting Process’ goal is to engage communities and affiliates globally, time zones, resources, many constraints prohibit this from happening in a uniform, simultaneous multilingual moment. Defining the scope can support setting expectations which are cornerstone to building trust in participatory processes. Scoping is a phase where key stakeholders can identify, map, and discuss the constraints and aims of the participatory process. Scoping can be conducted through multiple methods from collecting articles, reviewing reports, conducting surveys or interviews etc. While the graph above shows clearly demarcated phases, there really is no time limit to scoping. Much of what was discovered and produced in this report may be considered part of a larger scoping project.

In the table below we have highlighted key considerations for defining the scope of a participatory process:

Table 5 - Guiding Ideas for Scoping a Participatory Process

| | | |
|------|---|--|
| WHY | Agreeing on why participatory processes are being implemented in the Movement’s governance | What type of participation does the Movement seek and what is the purpose of these processes? |
| WHO | Assessing with communities who benefits and who is affected by decisions: | Which decisions are standard and do not require consultation and which ones have critical impact and must have communities’ input, consent, ratification or agreement? |
| HOW | Deciding how participation will be implemented for these decisions | Do communities want/need to be informed, consulted or make a decision directly? |
| WHAT | Defining what outcomes will be developed from participant inputs | How can inputs and outcomes be transparently communicated and create accessible return to the community? |
| WHEN | Defining when and how long activities of phases of a participatory process will be. | How can cadence, rhythm, timing, and incentives be taken into consideration when planning how time will be managed? |

Source: Created by Platoniq

Examples and References

[Citizen Sensing Toolkit](#)

Listed in this toolkit are collaborative methods for sensing activities. While these activities are

directed at citizen engagement in urban contexts, we believe that this reference might be a good starting point.

Guides for Agreements and Goals

This phase of a participatory process design is to decide the guiding principles and goals that form the guidelines that will help stakeholders navigate a participatory process. These tools and resources are important to consider especially because they become useful references to navigate dilemmas and gray area issues encountered within the participatory process.

Agreements can be understood as a set of guidelines for how people work, interact and collaborate together along a given participatory process. Agreements and actions to consider drawing from the Wikimedia Movement 2030 Strategy are:

Table 6 - Synthesis of Recommendations for Agreements with the Wikimedia Movement Strategy Playbook

| | |
|---|---|
| Clarify roles and responsibilities. | Publish team roles and responsibilities. |
| Be explicit about power and decision-making. | Document how a given decision will be made, and whose advice and expertise are needed |
| | Be explicit about the objective of the activity such as informing vs. consulting vs. deciding |
| | <i>“Disagree and commit” (versus re-opening made decisions): giving consent in consensus decision-making also requires committing to what is decided. Additionally, protocols for consenting and blocking decisions should be set (or gradients of agreement¹², if appropriate).</i> |
| | Communicate the ‘why’ or rationale behind the decisions |
| Set clear working agreements | Be explicit about ways of working. Set agreements for how the group will communicate and get things done |
| | Make the implicit explicit |

¹² The Drafting Committee is already considering such an approach for their internal decision-making: https://meta.wikimedia.org/wiki/Movement_Charter/Drafting_Committee/Decision-making

| | |
|---|---|
| | Include space for cultural differences <i>and context</i> , have both <i>inform choices and decisions</i> |
| Help newcomers get on their feet | Invest time and resources into on-boarding <i>into the issue discussed and the process itself</i> |
| | Working agreements help with on-boarding |
| | Prioritize appreciations and positive feedback |

Source: Created by Platoniq based on Wikimedia Movement Strategy Playbook and research for this paper.

Examples and References

One example of agreements for working together is from GreaterThan, a self-managed organization that works on systemic collaboration in workspaces, experimenting with collaborative practices and decision-making:

<https://handbook.greaterthan.works/agreements/decision-making-agreement>

An example of principles from the Sunrise Movement, a decentralized network:

<https://www.sunrisemovement.org/principles/?ms=Sunrise%27sPrinciples>

Design

After defining good practices to be adapted, the scope, aims, principles and data collected from sensing, a blueprint or design of the participatory process can meaningfully begin. To shape the overall process define the phases i.e. each period for an activity or dialog to take place. Defining phases will allow to mark milestones and the cadence of the overall process.

Recommendations to ground how to design a participatory process from the 2030 Movement Strategy are:

This phase is a moment to plan out from start to finish the aims, objectives, phases and expectations for the participatory process. While things may not go as planned, it is important to create an initial benchmark to design and evaluate progress, impact, and accountability. This can look like a timeline, a flow chart or a gantt. There are many ways to answer this question and the best is

probably a practice that already works in the movement. The recommendation based on the global Movement is to break the planning through logistics that will facilitate communication and sharing i.e. by design by different language group, time zone, geographic region, etc.

| | |
|------------------------------------|---|
| Invest in up-front planning | Create an initial plan and make clear goals and expectations of the process and participants. |
|------------------------------------|---|

Design with what will motivate participants in your process. Additionally, think about participants who are unpaid and volunteering, how can the work or the roles they play forward other work they may have or support their learning and growth? You do not have to answer this question, ask your participants.

| | |
|--------------------------|---|
| Inspire and align | Outline the motivations and incentives that Wikimedians will have to participate. See here for a list of motivations . |
| | <i>Consider motivations that may serve Wikimedians beyond Wikimedia especially to support the careers and work of those who are unpaid.</i> |

Plan moments or communications that periodically tie back to the bigger picture. Looking at the timeline for this participatory process marks a consistent cadence for sharing and informing participants about the global view.

| | |
|---|---|
| Connect strategy to the everyday | Make obvious the impact of their participation to the bigger picture and their local context. |
|---|---|

Create clear communication channels and spaces to gather that make pathways to participation obvious. Participants should not have to search or reach out to people ‘in the know’ to find where, how, and when to participate, or to have an overview of the participation journey from beginning to end.

| | |
|------------------------------|--|
| Participant’s Journey | Create clear pathways to participation. How will participants from different contexts easily participate in conversations and contribute to a participatory process? <i>Some ideas might be simple and short tutorials, interactive platforms or documents to explain ‘why’ certain decision-making processes are participatory, which spaces to join or people to contact, the value exchange taking place in each participatory process, how participants’ inputs will be handled and how results will be shared with participants and communities</i> |
|------------------------------|--|

When designing, also plan ahead moments to reflect and share learning. Creating a participatory process is about learning and adapting. Taking moments to reflect enables the project to improve but also celebrate and continue to implement what is done well. Creating moments for pause also can support reorienting and preventing or anticipating burnout.

| | |
|---|--|
| Normalize learning and improvement | Regularly make time to reflect and share learning, not just updates. |
|---|--|

When deciding what participatory activities to consider, think about the objective behind it. Will the activity be used to inform, consult, involve, collaborate or transform?

In response to the limited modes of participation that were observed within Wikimedia along with the limited reach of stakeholders i.e. limited to being informed or consulted the following table was created to sample the different typologies of participation along with activities that could be conducted within each of them. The table is based on a pared down synthesis of IAP2 Spectrum of Public Participation, White’s typology of participation, and the work of [Involve U.K.](#), and Decidim’s features (see more below). (The typologies and activities are detailed in Annex 2.)

When considering which typology or activities to implement factors to assess are:

- Resources: which resources are necessary for participation? documentation, training, funds, travel etc.
- Expected number of participants
- Spaces in which participation takes place
- Role of participants and stakeholders
- Expected outcomes
- Time management i.e. in terms of duration, being aware of burnout, what could be a maximum number of volunteer hours, etc

Table 7 - Modes of participation, goals and activities

| | Goal | Activity |
|-------------|---|---|
| Inform | <ul style="list-style-type: none"> • Raise awareness • Update | <ul style="list-style-type: none"> • Blog • Social Media communication • Infographic • Training • Learning/ Seminar/ Info sessions |
| Consult | <ul style="list-style-type: none"> • Get feedback/ expertise • Find alternatives | <ul style="list-style-type: none"> • Meetings • Proposals • Crowd sourcing / Surveys • Citizen Panel |
| Involve | <ul style="list-style-type: none"> • Work with stakeholders to ensure concerns and wishes are considered and understood | <ul style="list-style-type: none"> • Sense-Making Engagement • Consensus voting • Forum Theater |
| Collaborate | <ul style="list-style-type: none"> • Work directly with stakeholders to identify and execute solutions and alternatives | <ul style="list-style-type: none"> • Consensus building • Debate/ discussion • Participatory budgeting • Working Groups |
| Transform | <ul style="list-style-type: none"> • Shift power dynamics • Create space for self mobilisation and autonomy • Towards more just representation | <ul style="list-style-type: none"> • Citizen Jury • Mediation • Accountable communities • Sortition |

Source: Created by Platoniq based on IAP2 Spectrum of Public Participation, White’s typology of participation, and the work of [Involve U.K.](#), and Decidim’s features.

Additionally, considering that debates appear to be a prolific activity within the Wikimedia Movement and that a debating phase is probably to be included in the participatory process design, the following are a list of roles to make debates safer, more interactive, accessible, and to include multiple modes of communication:

Table 8 - Different Roles for Participants in Meetings and Debates

| | |
|------------------------------|--|
| Community facilitator | Contributor(s) that knows well the discussion/decision-making process and can introduce newcomers to the debate, either by sharing documents or holding short catch-up sessions. |
|------------------------------|--|

| | |
|--------------------------------------|---|
| Synthesizer/ Rapporteur | Contributor(s) that gathers the arguments posed in a debate and summarizes them by the end of a conversation or debate session. |
| Moderator(s) | Contributor(s) trusted by the community that can mediate and facilitate the debate, and care for the forms of communication (respectful, cordial, not dominated by few voices, with deep and active listening, non-violent). This role may be divided between two contributors, one that keeps the pace of the meeting, the agenda and takes stacks, and another that cares for the forms of communication and may interrupt the debate t in case of major conflicts. |
| Stewards | From local and regional levels: contributors from affiliate groups that are trusted by their local communities to carry out discussions at regional or global conversations, bringing forward the concerns and demands from their community. |
| Community supporter(s) | Contributor(s) that can point to general resources or information that may help communities and contributors in participating in those spaces, and that proactively reaches out to communities to assess their needs and opinions of the process. |
| Note-Taker/ Public Scribe | The note-taker keeps documentation of the debates, and the Public Scribe takes notes on information for the whole public to see, to facilitate the discussion. |
| Graphic Recorder | Contributor that records meetings and other group events, with more visual and graphic synthesis. Graphic recording is used to facilitate productivity and understanding in a group situation. |
| Tech operator | Contributor that is responsible for setting up and solving tech issues on the chosen platform to carry out the debate. |

Source: created by Platoniq based on interviews with Butler and Rothstein (1987).

Participation and Collaboration

Behavioral expectations and cultural norms are present in every volunteer, work, and social space that sets the tone and environment in which participants interact. Having covered activities

and types of participation in the design section, this section on participation and collaboration addresses barriers to participation and accessibility. The following recommendations come from the 2030 Movement Strategy Playbook that we believe are essential for successful transnational work that consciously creates both a material and cultural shift towards greater equity and accessibility for participants more representative of the global Wikimedia Movement.

The following points were specifically from the [2030 Movement Strategy Playbook on Reducing Barriers to participation](#). Each of the following points will likely take multiple forms in different contexts, however much of the research and conversations during this research affirm each point that is made to improve participation in the movement.

Make life easier for participants by providing translation, adjusting to multiple time zones and investing in onboarding in the participatory process.

Be more accommodating to different time zones and organize more regionally across time zones

- Translations and time zones have been a consistent issue raised in multiple conversations. A proposal from our team has been to develop and support existing regional community-building and networks that may support more time zone and language sensitive settings, which in turn reduces the costs and entry barriers to participation.

Set realistic time commitments

- How has time been factored in the past for global conversations? What can be learned from previous conversations and experiences when planning for time commitments? If a process will be particularly long or expected to require time to produce consensus, what concrete milestones can be created for moments to celebrate, establish progress, and rejuvenate through reflecting on the bigger picture?

Break down travel barriers

- As mentioned from various participants in this research, if possible, provide material and concrete support for participation whether it is stipends or accompaniment to support individuals access and awareness of how to contribute and participate.

Lower barriers to internet access and data

- Within a global context not everyone has the same access to the internet or data. From figuring out what are some feasible low bandwidth options for video conferencing to making a concrete investment in the participation of stakeholders with difficulties accessing the

internet need to be considered in both the design and implementation phases of a participatory process.

Provide added resources and equity

- How can volunteers benefit from their time and contributions as volunteers? This question is especially relevant to communities where volunteering comes at a high personal cost. Even though not all Wikimedians participate on a volunteer-base, we encourage that the participants most impacted by the lack of resources to volunteer be included in developing sustainable, community-led solutions.

Match participants' asks for training, capacity and interest

- What skillsets are necessary for the participation activity planned? How can that be accompanied by capacity-building, training, or facilitation? Capacity-building and training serve the dual purpose of bringing more people to the table, offering added tangible value and raising awareness about the activity or participatory process being conducted. Additionally, participants should be consulted as to what the capacities and training they see as relevant to the Movement and their own growth.

Invest in facilitation for better experiences and more inclusion

- Multiple factors pose a barrier to participation as outlined within this research. However, facilitators can support holding a dialog or conversation and provide the care work necessary to pay attention to who is speaking, who is trying to be heard, and create space for conversations that are more representative of who is in the room. Additionally, facilitators can offer support to community-building and networking, which is key to promote a more equity-based participation.

From the research emerged several issues that were identified as barriers to participation. However, the solution to each issue will shift according to context, especially given the global nature of the Wikimedia Movement. We propose to focus on the existing feedback on how participation should change that have resulted from community conversations and as mentioned make space for learning to iterate and improve. Finally, we want to emphasize that progress and better, more just participatory practices is emergent from an accountable, accessible, and collaborative *process* rather than an endpoint¹³. Change is gradual, so make space for learning, celebration, and acknowledging shifts in how the Movement is progressing.

¹³ Design Justice, Principle 9

Examples and References

Accountability + Conflict Resolution: A resource for managing chapter conflicts and developing an approach towards accountability has been created by Black Lives Matter that might serve as a reference for defining accountability and putting it into practice:

https://blacklivesmatter.com/wp-content/uploads/2018/01/BLM_ChapterConflict_r1.pdf

Decision-Making

*“These two milestones around Global Council and Movement Charter *have to* happen in this new people-centered, highly consultative way. It's the *how* we do it that will determine their success.”*

- 2030 Movement Strategy

This research came as a result of a call for wider, more inclusive and equity-based participation and collaboration in terms of the Wikimedia Movement. However, to demarcate progress and set expectations it's important to define these decision-making moments and their form.

Decision-making can take many different forms, so below is a table of a few examples of how decisions are made.

Table 9 - Modes of Decision-Making

| | |
|---|---|
| Giving and Taking Advice ¹⁴ | contributors responsible for making a decision reach out to those affected to gather their feedback. Standard decisions that do not critically impact communities may be taken by taking advice, which is quicker and requires less effort and resources. |
| Giving Consent or Blocking decisions | contributors or groups accept a decision to pass, even if they do not agree with it, or they block it if they assess the consequences to be critically harmful to them. It is important to define collective agreements as to when and with which criteria block power should be used, to avoid paralysis and mistrust. |

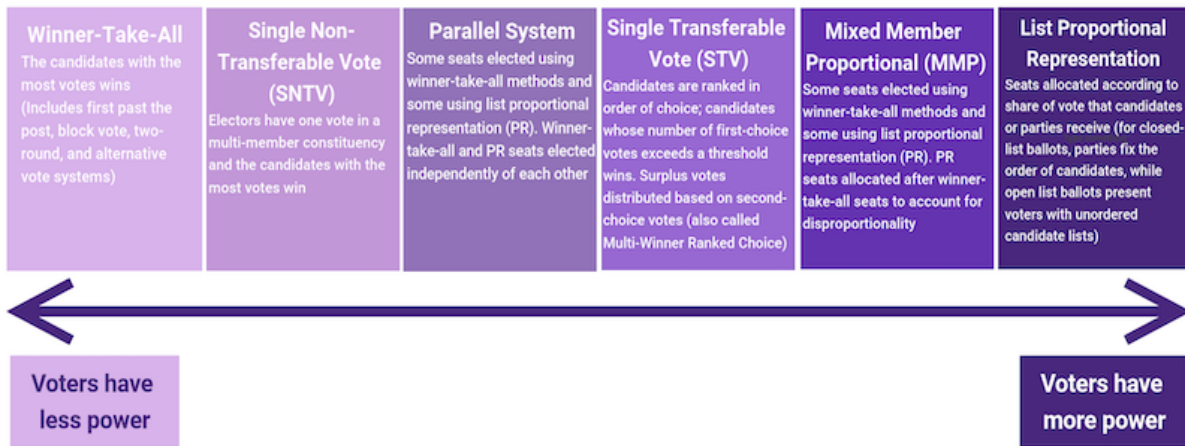
¹⁴ Inspired by: <https://handbook.greaterthan.works/agreements/decision-making-agreement>

| | |
|---------------------------|--|
| Reaching Consensus | <p>contributors or groups present their views in debate sessions: they may share why they are in favor of a proposition, present concerns or outline its foreseeable impact on their communities or other stakeholders. Either in the same debate session or in a separate moment, a decision is made in calls for consensus: decisions pass if there are no blocks; consensus may be reached considering silence as consent or by requiring a quorum of explicit consent when there are no blocks (unanimity may not be desired or feasible). If consensus is not reached, discussion continues. Certain types of decisions may be defined as ‘emergency decisions’ and pass even if there are blocks. Blocks may also be defined as requiring a minimum number of contributors or affiliates (Butler and Rothstein, 1987).</p> |
| Sortition | <p>selecting delegates randomly from a larger pool of candidates. Sortition is currently being used in an innovative participatory process with young citizens in Barcelona. By using sortition, it is possible to obtain a group of delegates that reflects without bias the composition of the entire group. It may also empower contributors that might not have considered participating in those spaces before.</p> |
| Voting | <p>declaring preferences among options: either in consultations or elections may be decided via voting.</p> |
| Quorums for voting | <p>it is crucial to define which decisions require higher quorum and why with the communities and organizations of the Movement. In the case of elections, the electoral system also affects how power is distributed (see table below).</p> |

Source: created by Platoniq based on Butler and Rothstein (1987) and Decidim features.

Additionally, with the use of voting as a method observed within the Movement to make decisions, we wanted to highlight the impacts of different electoral systems on voters’ power to make the most out of their vote to determine who gets elected and to promote diversity. In this sense, electoral systems can be displayed as a spectrum that can be adapted depending on the purpose of the voting to take place and the goals intended.

Figure 7 - Electoral systems and how much power contributors have by type of system



Source:

https://www.representwomen.org/weekend_reading_on_women_s_representation_october_16_2020

Discussed in initial meetings and observed on the Meta Wiki was an interest in ratification as a decision-making mechanism. For this reason this research included the case of ratifying CEDAW, which delineates different approaches to broad ratification within the United Nations. However, drawing from the case study of CEDAW and the emergence of IWRAW, it should be noted that leading up to CEDAW that the process included ‘fierce disagreement, cross cultural learning, and transnational coalition building’ (2015, Zwingle p.60). CEDAW was forged through parallel processes of transnational movement building as well as a bureaucracy that emerged to better capture and develop mechanisms for greater equality lobbied for by those movements; these two processes feed each other and do not exist without the other. The Movement Charter like CEDAW will be shaped by and reflect the dynamics and politics of the Wikimedia Movement. So the progress towards a universal decision to ratify a Movement Charter, should be developed in mind with growth and development of the institutional and formalized aspects of the Movement in balance with the health of the global Movement for free knowledge that makes Wikimedia extraordinary.

As has been the pattern of this section, we will again reinforce the the reflections made within the 2030 Movement Strategy Playbook:

- [Power-sharing and inclusion](#)
- [Re-balancing power and decision-making](#)
- [Applying lessons learned](#)
- [Tools and examples for decentralizing decision-making](#)

There is a clear need to reorient power dynamics in decision-making that has been expressed both in the research and within the Movement Strategy Playbook across lines of gender, geography,

language, and class. However, these changes are always works in progress. Creating a more collaborative and participatory space through more just design, clear expectations and points of access are both a starting point and moment for iteration and reflection.

Examples and References

Who is making decisions? Who is responsible for the coordination and design from the core team to who consults? Is it open and obvious who and how people get to have a seat at the table? The following is a google doc from SWARMLAB to identify decision-makers and governing bodies in a network. It might be valuable to check at different scales from global to local who is making decisions and then ask yourselves what should this excel look like in the next 5 years? 10 years?

<https://docs.google.com/spreadsheets/d/1Mw0TMPpUPLnj8Ca70Ms2M2-KzFTOJPqvw83VOnY8Ik/edit#gid=0>

The Earth Charter Process

<https://earthcharter.org/>

The Earth Charter, a sixteen-principle guide to the transition to sustainable development is a useful example of a Drafting Process that may be inspirational to the Wikimedia Movement. The Earth Charter Drafting Process was organized around consultations with commission members, national committees, organizations and others focused on the ideas and principles to be included in the Earth Charter. At the early stages of the drafting process, the recommendations and comments generated by these consultations were then forwarded to a drafting committee.

After this first phase, the drafting committee began circulating internationally among stakeholders drafts of the Earth Charter for comments. The committee hosted a number of drafting meetings with groups of experts, and on three occasions the drafting committee held a special drafting meeting to review all the contributions from the consultation process and prepare recommendations for a new draft. Along the drafting process, the drafting committee released two drafts, with extensive contributions and recommendations from stakeholders from the first to the second version. Each one of the versions was translated in various languages and circulated widely.

Reflecting on your Movement Cycle from NetLab:

<https://movementnetlab.org/movement-cycle/>

The narrative of Wikimedia as a Movement should be considered especially in terms of the interest and attitudes toward a more participatory process. Much disillusionment and memories of a more agile past have been consistently expressed in this research. However, when reorienting power in decision-making try to understand where you are in terms of the Movement's larger cycle and what transitions should be made to create a stable new normal that provides greater accessibility, more equitable representation, and stronger relationships within and between Wikimedia communities and organizations.

Source: created by Platoniq

Transversal Considerations

Operationalise Existing Materials

Much of the research conducted for this paper reinforces the ideas and claims made in the 2030 Movement Strategy Playbook. In consideration of this aim is that this research provides a baseline or starting point for beginning to sense and scope how to approach a participatory process within the Wikimedia Movement as well as evidence for supporting shifting power and orienting how processes can be more participatory and accessible to the Wikimedia Movement. However, one step to a more solution-oriented approach towards this research would be to operationalise existing research and feedback such as evidenced in the Playbook. It is not enough to describe new norms, participants should see them come to life, be able to take action and convert them into how they work and participate in the Wikimedia Movement. One way to operationalise the Wikimedia Movement Strategy Playbook is to attempt to answer the who, what, when, how, and where of a recommendation. For example, within the communication section of the Movement Strategy Playbook there is a recommendation to 'Make People Feel Seen and Heard'. Below we take this recommendation and ask some questions about who, what, when, how, and where can this recommendation be operationalized considering a Design Justice perspective.

Guides to grounding recommendations and making them actionable:

- You don't have to be an expert on participation. Be curious and start with simple questions.
- What good practices have you seen in the Movement that might have to do with this topic?
- What community or individuals might be most impacted by operationalizing this recommendation? How might they be included in developing solutions?

- Remember that everyone is an expert in their own experience including you and you have meaningful contributions to make.

Ideas to ground how to implement this recommendation are by answering the following questions:

Table 10 - Examples of How to Approach Operationalising Recommendations from the Movement Strategy Playbook

| | |
|-------|---|
| Who | Who may have been heard or seen less? Who is in a position to support them? |
| What | What conversations or activities can be spaces to explore to implement a stronger culture of listening? |
| When | When will this new practice be put into place? How often will it be reviewed or iterated on? |
| Where | What spaces, geographies, groups is this most relevant or most open to experimenting with? |
| How | How might we use tools, protocols, and practices to implement this recommendation? |

Source: created by Platoniq

Communication Strategy

In parallel to a participatory process should also be a communications strategy that raises awareness about the processes, keeps participants updated and promotes learning through this process that feeds future community engagement. The Wikimedia Movement is too large to execute a participatory governance process without a clear communication plan and individuals dedicated to its execution.

Framing Communications as Part of the Process

Communicating your processes and its progress should be integrated into the how of a participatory process. For the following recommendations we have synthesized the 2030 Movement Strategy Playbook in combination with recommendations from interviews. In each phase consider your:

Who

Who needs to be in the loop? Define the scope for different communication lines. Over communicating can be overwhelming and an information overload. Then to keep the process open to everyone, establish a regular rhythm for updates, newsletters, emails etc. that makes a clear the phase of your participatory process, progress made, plans for the future, and how people can get involved.

Identify allies that can foster relationships that support listening and feedback. When creating spaces for listening and feedback, identify individuals or groups who have demonstrated the ability to hold space for more marginalized individuals and communities that can be visible as available to support and accompany them in their participation.

What

Clear Requests and Responses Be specific about requests for feedback and how participants can give feedback whether it is through surveys, proposals, or consultations etc. Additionally, make clear when and which feedback or outcomes will be acted on or not.

Where

Connect the Dots Assign time and work to reflect and synthesize the participatory process including what projects are overlapping or working parallel. As a global Movement repetition across different languages, time zones, or geographies may be inevitable. Establish a regular cadence for checking in, synthesizing progress across these different areas, and sharing these insights.

Connect the Strategy to the Everyday Connect the larger strategy to local contexts or chapters. This might involve having communications teams or groups for different language groups that can support making these connections and making obvious the logic of a participatory process.

How

Simplify the Language ‘Use simple messages designed for translation.’ (2030 Wikimedia Movement Strategy Playbook).

Incorporate multiple modes of communication Consider incorporating visual communications instead of text-heavy reports and papers to communicate progress, updates, and even in reporting. Visual communications go beyond icons and stand-alone images. Consider visual communication design, videos, and their translation as part of a communications strategy.

When

Establish a Regular Cadence Plan for regular timely updates. Updates do not only have to communicate progress or productivity but also pauses, points of reflection, setbacks etc.

This framework is not exhaustive but a starting point to begin thinking about how to form a communication strategy that has been based on this research and voiced in the 2030 Movement Strategy Playbook.

Examples and References

A guide to digital participation platforms by People Powered:

<https://es.peoplepowered.org/digital-guide-home>

Narrative Tech by Civic Tech Field Guide for Ideas and Inspiration:

<https://directory.civictech.guide/listing-category/narrative-tech>

Scales: Regional Community and Capacity-Building

“ You need people who can speak the community's language, and **meet them where they are.** ”

[Wikimedia Movement Strategy Playbook: Empowering Liaisons and Working groups](#)

While Wikimedia hosts national chapters, clearly relationships have been built across regions to support each other, build solidarity, and engage local and national communities especially in the Global South (e.g.: interchapter group Wiki Indaba). Through analyzing these practices, one recommendation is to encourage organizing and networking building at the regional level to encourage better communication and participation pathways to global governance. The vision for how to organize and design participatory spaces at smaller geographic scales needs to be led by

communities within those geographies and supported by the global Movement in terms of funds, expertise, and care.

Below is a simplified vision of how scales might be considered in a global participatory process.

| Local/national level |
|--|
| Ideas: Holding sense-making, consultations, collaborative work and ratifications at the local level, which may engage more contributors and reduce barriers of access by language and time zones. |

| Regional level |
|---|
| Ideas: Coalitions designed by communities to make decisions at their regional level, in their own language and time zones. |

| Global level |
|--|
| Ideas: Debates among stewards trusted in their own communities. |

The transversality recommended requires raising awareness and community-building that will require training and capacity-building. As mentioned previously, asking participants to fulfill a task or objective should be met with tools and resources that support work and capacity to meaningfully contribute. A tip when initiating capacity-building and awareness raising activities is to scaffold activities. Scaffolding refers to a progression or sequencing activities that become progressively more participatory and involved. Participants at the initial phase of a participatory process or within capacity-building should feel comfortable learning and supported in asserting themselves and experimenting.

| Examples and References |
|---|
| The following resource from NetLab outlines different phases of self organizing in social movements that might provide some insight into the importance of supporting community-building and trust within specific local communities and building bridges amongst them. |

https://docs.google.com/document/d/1jwqgxiqddUIBzbcXY-CYNNwGNsEwgvvyMEwQbu_uvdI0/edit

Creating a Network of Support

The work of creating a more participatory governance does not have to be a solitary one. A possible means to forward consistent work and dialog would be to have consistent organizations and individuals to accompany the processes. A benefit would be to build trust with these partners over time. Additionally, we have learned through this research that working with Wikimedia and learning the world, histories, and practices around Wikimedia is a task in itself and having consistent partnerships overtime would make reaching out for expertise and ideas become more agile.

A proposal for continuing our work with the Wikimedia movement would be to support the continuation of the work to create more participatory processes. After careful consideration this could happen in multiple ways:

- **Continuing the work of the Movement Strategy Playbook** Platoniq's strength is in developing practices, facilitation, and guides through activities and training that support more participatory processes. An opportunity to demonstrate that strength would be to develop the Playbook into a living document that becomes a practical guide for working together within the Movement. Rather than write the next iteration the proposal would be to collaborate with the global Wikimedia Movement to collaboratively co-design and co-write the 'How-To' Manual envisioned as the next stepping stone for the Playbook.
- **Accompanying the development of a stronger regional network of chapters** Our strong recommendation would be to support community-building at the regional level to support awareness raising, capacity-building, and participation for the development and ratification of the Movement Charter. Platoniq's role would be to support this proposal by accompanying an existing regional network in strengthening and building relationships in the network, training and supporting stakeholders as co-facilitators of a larger global process, and mapping insights for other global regions. Such work would also contribute to the transition and implementation of the Charter at the end of the ratification process.

Examples of Digital Tools to Facilitate Participation

While we highlighted some tools earlier in this section, we identified other platforms that were not mentioned, that could be used strategically to foment and facilitate digital participation.

Decidim

Decidim - 'we decide' in Catalan - is a digital and modular commons infrastructure that runs as an open source platform for citizen participation. It hosts participatory processes, government strategic planning, citizen initiatives and other governance processes. Decidim was launched by Barcelona's City Council in February 2016, to be used in a municipal participatory process in the city. It has an open and horizontal governance model. The platform has been used by more than 40 cities and 20 organizations worldwide.

Decidim was specifically designed for participatory processes and to ensure transparency, traceability and integrity of information. It hosts participatory spaces, such as assemblies, initiatives and consultations. Moreover, participants have multiple participation mechanisms to interact with each other, such as:

- Proposals
- Participatory Texts
- Conferences
- Consultations
- Voting
- Discussion Threads
- Surveys
- Meetings
- Accountability

Loomio

Loomio is an open source platform created by Loomio Limited, a for-profit social enterprise owned by worker-owned Loomio Cooperative. It was created in 2011, firstly financed by a crowdfunding campaign. The platform offers a workspace for discussion and decision-making, bringing together conversations, information, opinions, proposals and outcomes. Some of its main features are groups, threads, proposals and polls.

Annex

Annex 1: Participatory Typologies and Activities

Typologies of Participation

Over the years there have arisen various frameworks to categorize participation, one famous example has been Arnstein’s ladder of participation¹⁵. However, in this section the aim is to share a few more frameworks to categories types of participation that formed Table 6’s list of participatory activities.

Table 11 - [IAP2 Spectrum of Public Participation](#)

| | Inform | Consult | Involve | Collaborate | Empower |
|---------------------------|--|--|---|--|---|
| Public participation goal | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/ or solutions | To obtain public feedback on analysis, alternatives and/or decisions | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution | To place final decision-making in the hands of the public |
| Promise to the public | We will keep you informed | We will keep you informed, listen to and acknowledge concerns and aspirations, and | We will work with you to ensure that your concerns and aspirations are | We will look to you for advice and innovation in formulating solutions and incorporate your | We will implement what you decide. |

¹⁵ Proposed by **Sherry Arnstein** in 1969, the Ladder of Citizen Participation is one of the most widely referenced and influential models in the field of democratic public participation' (*Ladder of Citizen Participation*, 2020).

| | | | | | |
|--------------------|-------|---|--|---|----------------|
| | | provide feedback on how public input influenced the decision. | directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | advice and recommendations into the decisions to the maximum extent possible. | |
| Example Activities | Blogs | Surveys Meetings | Deliberative polling | Consensus building | Citizen juries |

Source: https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf

Table 12 - White's typology of Participation

| Form | What "Participation" means to the "Implementing Agency" | What "Participation" means to those on the receiving end | What "Participation" is for |
|----------------|---|--|---|
| Nominal | Legitimation – to show they are doing something | Inclusion – to retain some access to potential benefits | Display |
| Instrumental | Efficiency – to limit funders' input, draw on community contributions and make projects more cost-effective | Cost – of time spent on project-related labor and other activities | As a means to achieving cost-effectiveness and local facilities |
| Representative | Sustainability – to avoid creating dependency | Leverage – to influence the shape the project takes and its management | To give people a voice in determining their own development |
| Transformative | Empowerment – to enable people to make their own decisions, work out what to do | Empowerment – to be able to decide and act for themselves | Both as a means and an end, a continuing dynamic |

| | | | |
|--|-----------------|--|--|
| | and take action | | |
|--|-----------------|--|--|

Source: White (1996).

Table 13 - Pretty's typology of participation

| Type of Participation | Features |
|---------------------------------------|---|
| Passive Participation | Pretense, with nominated representatives having no legitimacy or power |
| Manipulative Participation | Unilateral announcements without listening to people's responses |
| Participation by Consultation | External agents define problems and information-gathering processes and so control analysis |
| Participation for Material Incentives | People participate by contributing resources (labor) in return for material incentives |
| Functional Participation | External agencies encourage participation to meet predetermined objectives |
| Interactive Participation | People participate (as a right) in joint analysis, development of action plans and formation or strengthening of local institutions |
| Self-Mobilisation | People take initiatives independently of external institutions to change systems |

Source: Pretty (1995).

Annex 2 - List of tables

Table 1 - Wikimedia's Participatory Governance Internal Stakeholders

Table 2 - List of Design Justice Principles

Table 3 - List of selected International Indigenous Design Charter

Table 4 - Issues related to participation in the Wikimedia Movement, identified by thematic area and subtopic

Table 5 - Guiding Ideas for Scoping a Participatory Process

Table 6 - Synthesis of Recommendations for Agreements with the Wikimedia Movement Strategy Playbook

Table 7 - Modes of participation, goals and activities

Table 8 - Different Roles for Participants in Meetings and Debates

Table 9 - Modes of Decision-Making

Table 10 - Examples of How to Approach Operationalising Recommendations from the Movement Strategy Playbook

Table 11 - IAP2 Spectrum of Public Participation

Table 12 - White's typology of Participation

Table 13 - Pretty's typology of participation

Annex 3 - List of figures

Figure 1 - Possible participatory cycle in a hypothetical future governance of the Wikimedia Movement

Figure 2 - Possible participatory cycle in the Wikimedia Movement Charter Drafting Process

Figure 3 - A possible Governance Scenario the Wikimedia Movement may move towards

Figure 4 - What has the community asked for the Drafting process of the Movement Charter

Figure 5 - Pathways to participation in the Wikimedia Movement

Figure 6 - An Outline of the Phases for Developing a Participatory Process with Transversal Work Areas Observed in Wikimedia

Figure 7 - Electoral systems and how much power contributors have by type of system

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