The Partnerships Playbook Chapter III: Making it last WIKIMEDIA CONFERENCE

What is the Partnerships Playbook?

Chapter 1 (Friday)

New beginnings: how to establish a new partnership

Chapter 2 (yesterday)

Putting it on the road: how to set up the daily business of managing partnerships

Chapter 3 (now!)

Sustainability: Nirvana or Myth when working with partners?



Chapter 2: Putting it on the road



What happened so far?

- 1. Establishing a new partnership
 - a. Know and speak yourself
 - b. Learn about environment and players
 - c. Pitch your idea
 - d. Establish trust
 - e. Alignment: having a first conversation
 - f. Decision-making: now what?
 - g. Draft an agreement or MOU
- 2. Managing a partnership
 - a. Looking at Collective Impact
 - b. Agree to a common agenda
 - c. Develop mutually aligned activities
 - d. Implement the plan with a backbone structure
 - e. Engage in continuous communication
 - f. Demonstrate impact through shared measures

What we are going to do today

Now, the partnership is running smoothly. What's next?

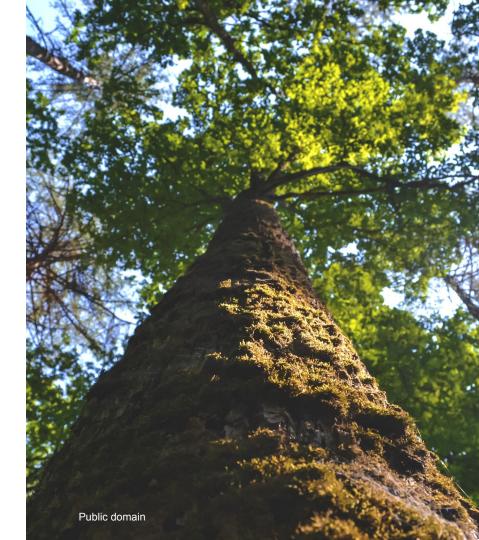
- 1. Looking at sustainability
- 2. Decision-making: how to continue from here
- 3. Identifying factors that help or hinder the next phase group work
- 4. Share your findings with the larger group

Sustainability

This question was asked most often by participants prior to the conference:

How do we achieve sustainable and long-lasting partnerships?

Well, it's complicated!



Sustainability

When does a partnership become sustainable?

- Reproducible
- Has a desired impact that is shared among partners
- Becomes integral to your organizational activity
- Mutually supportive engagement
- Independent of leadership changes
- Assured allocation of resources (time, money, people)



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When is it time?

You are working on a project or initiative with a partner. Ideally, all partners start thinking early about how a possible next phase could look like.

How could that look like?



If not, this is probably a good point to start.

But is it that easy?

Workshops

Trust Missio		on and va	alues	Impact	Alignment		
Cor	nmunicati	on			·		
	Shared goals		Shared measures of success			Joint plan of action	
Agreements						Changing priorities	
-	Mutually reinforcin activities	Leadership cha	inges	Roles and responsibil	lities	Meetings	
		g Thous docun		ands of ments Scaling		g	

No, it's not! And we don't have the answer either!

There are different scenarios on what could happen:

- 1. Continue and stabilize
- 2. Continue and scale
- 3. End the partnership

Now, please split into groups of 5-6 people.

Think of a partnership where you had to make a decision (15 min)

What did you decide? And why did it happen?

- 1. Continue and stabilize
- 2. Continue and scale
- **3. End the partnership**

1. Continue and stabilize

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What helped you to do this? What hindered you?

1. Continue and stabilize

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Documentation of small group work

Continue and stabilize						
	Wikimedians	Partner				
What helped?	 * Establish trust between both parties and meet in person * Uniting editors to welcome partner * Creating a welcoming environment * Making sure everyone is on the same page * Having partners mention Wikimedia 	* Should recognize Wikipedia as a brand * Provides resources * Needs tools * Having an easy way to prove benefits				
What hindered?	* Existing conflicts and disagreements in the community * Make sure expectations are clear	 * Not finding shared messaging * Being afraid of conflict of interests * Expectations of Wikimedia as a large conglomerate * Not being aware of realistic capacities 				



Stabilize

How to stabilize?

- Document learnings
- Iterate and prioritize
- Stabilize leadership and have transition plans
- Clarify short-term and long-term goals





2. Continue and scale

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(15 min)

2. Continue and scale

What helped you to do this? What hindered you?

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(15 min)

Documentation

Continue and stabilize						
	Wikimedians	Partner				
What helped?	 * Provide experienced editors for growing the program * Availability and willingness of volunteer community * Social media to publicize 	 * Can provide venue and subject matter experts * May have unique materials * Receives more flexibility * More students can join * Sees that Wikimedians still care * Having/showing a history of successful collaborations 				
	For both: * Establish mutual trust * Make sure everyone is on the same page					
What hindered?	* Loose face-to-face contact * Loose social aspect					

Scaling

How to scale a partnership?

- More regions?
- More activities?
- How does success look like?
- Adequate funding, human resources and expertise?
- Adapting tools and processes for project management?
- Are you prepared to handle new problems that arise with scale? For example, community dynamics?



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3. End the partnership (15 min)

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3. End the partnership (15 min)

What helped you to do this? What hindered you?

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Sunset

How to conclude a partnership?

- Have a communications strategy
- Adhere to legal requirements of the partnerships agreement
- Consider alternative plans for the program
- Communicate in advance
- Communicate often
- Discuss each partner's requirements for ending the program smoothly
- Value the relationship even if you are closing the program
- Consider whether a different project or program might be of interest in the future



Further resources

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