

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?



Allie Caulfield, The Fall in the Cleveland Botanical Garden, Sept. 2012
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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)



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?

Ideally, you are doing this already....

The 5 Conditions of Collective Impact

1

Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

+
community
input

2

Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

+
strategic
learning

3

Mutually Reinforcing Activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

4

Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

+ community
engagement

5

Backbone Support

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations



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

But is it that easy?





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

(15 min)



What helped you to do this?
What hindered you?

**1. Continue and
stabilize**

(15 min)

Documentation of small group work

Continue and stabilize		
	Wikimedians	Partner
What helped?	<ul style="list-style-type: none">* 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	<ul style="list-style-type: none">* Should recognize Wikipedia as a brand* Provides resources* Needs tools* Having an easy way to prove benefits
What hindered?	<ul style="list-style-type: none">* Existing conflicts and disagreements in the community* Make sure expectations are clear	<ul style="list-style-type: none">* 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 (15 min)





2. Continue and scale (15 min)

What helped you to do this?
What hindered you?

Documentation

Continue and stabilize

	Wikimedians	Partner
What helped?	<ul style="list-style-type: none">* Provide experienced editors for growing the program* Availability and willingness of volunteer community* Social media to publicize	<ul style="list-style-type: none">* 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: <ul style="list-style-type: none">* Establish mutual trust* Make sure everyone is on the same page	
What hindered?	<ul style="list-style-type: none">* 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)

3. End the partnership (15 min)

**What helped you to do this?
What hindered you?**

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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Thank you!

