

Growth of a small chapter to a successful one

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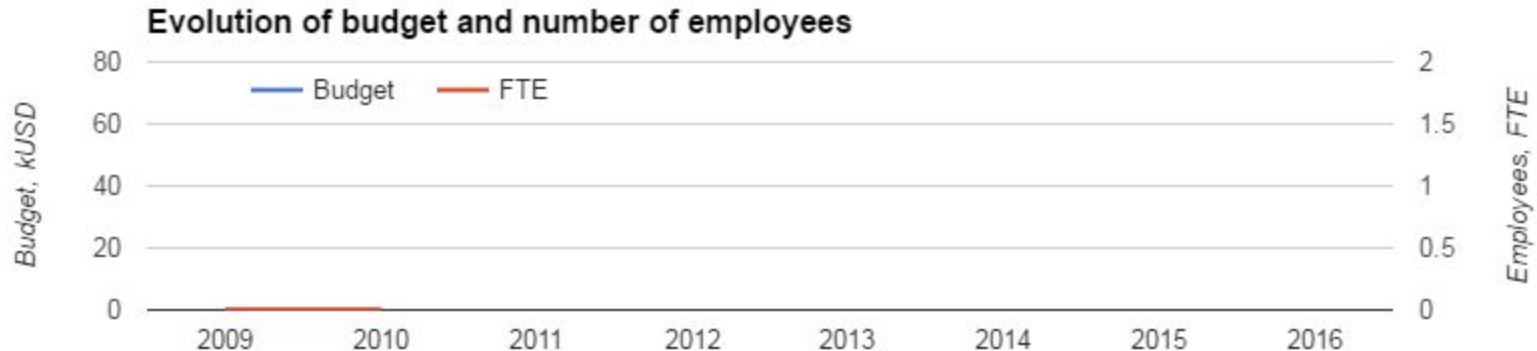


Scarabaeus sacer on Dzharylhach island
Photo: Bogomaz Mykhailo, cc-by-sa-4.0

Wikimedia Ukraine: Background

2008: first discussions regarding creation of a chapter, motivated by neighbours WMPL and WMRU

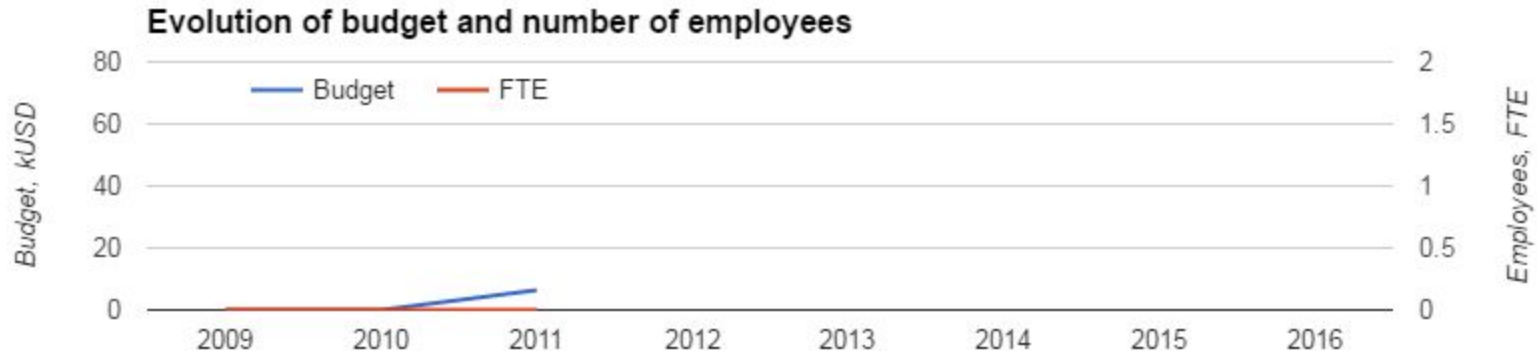
2009: creation, registration of the chapter and its recognition by then Chapters Committee. First grant request (not funded)



Wikimedia Ukraine: Background

2010: first international contact, first event organised, first grant received :) And first conflicts :(

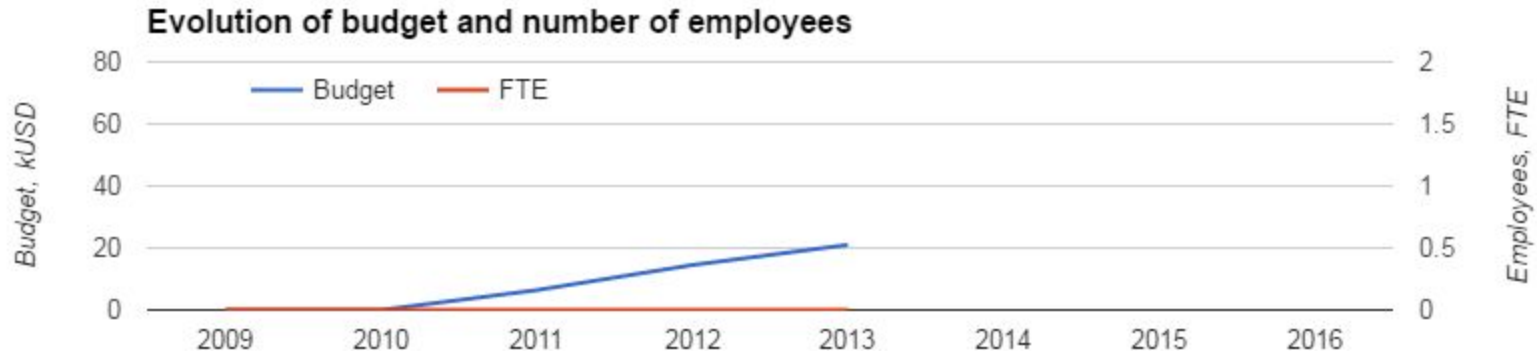
2011: first projects (article contest, workshops, Wikiexpeditions, Wikiconference), blog created, second grant received



Wikimedia Ukraine: Background

2012: annual budget of 14.5 kUSD, more project experience (new WLM and GLAM, Education etc.)

2013: further development of projects, starting to get organisational maturity. First attempt to apply for APG funding, withdrawn on the last day at 3 a.m.

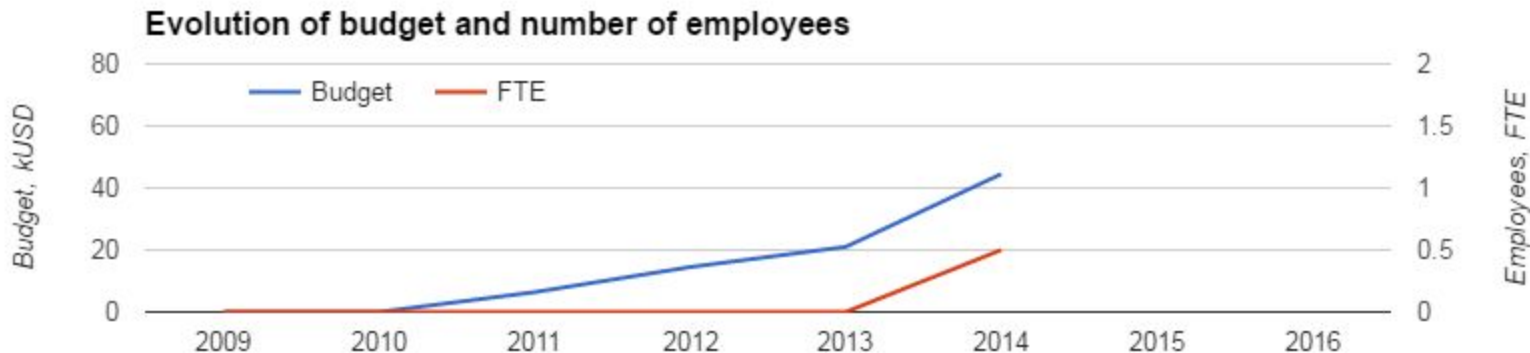


Wikimedia Ukraine: Background



2014:

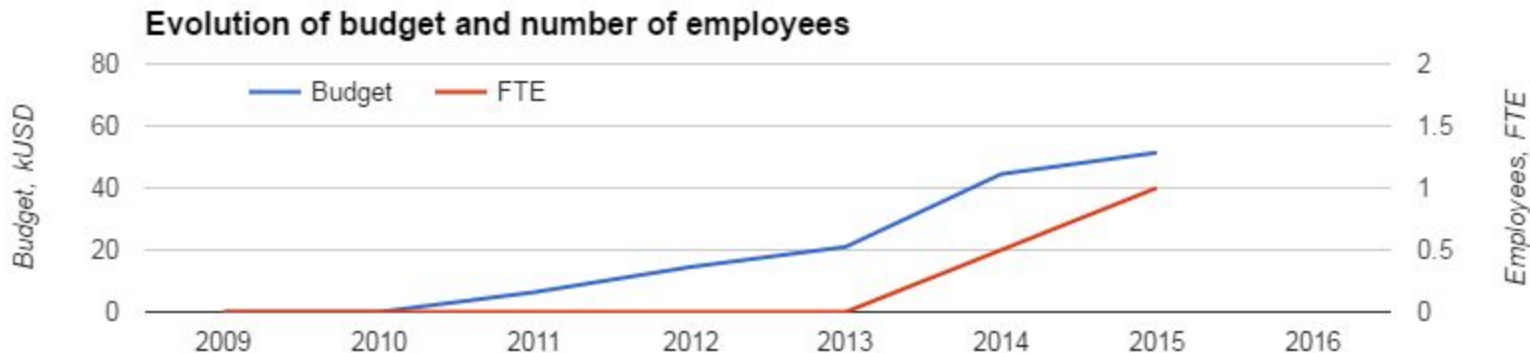
- Wiki Loves Earth international, CEE Meeting in Kyiv
- First temporary employee: WLE project manager
- APG application attempt: WMF advised to apply for PEG instead
- First office in Kyiv



Wikimedia Ukraine: Background

2015:

- First permanent employee: PR manager (0.5 FTE)
- Changes to bylaws regarding responsibilities of board members
- Strategy and project planning discussions
- Successful switch to APG funding

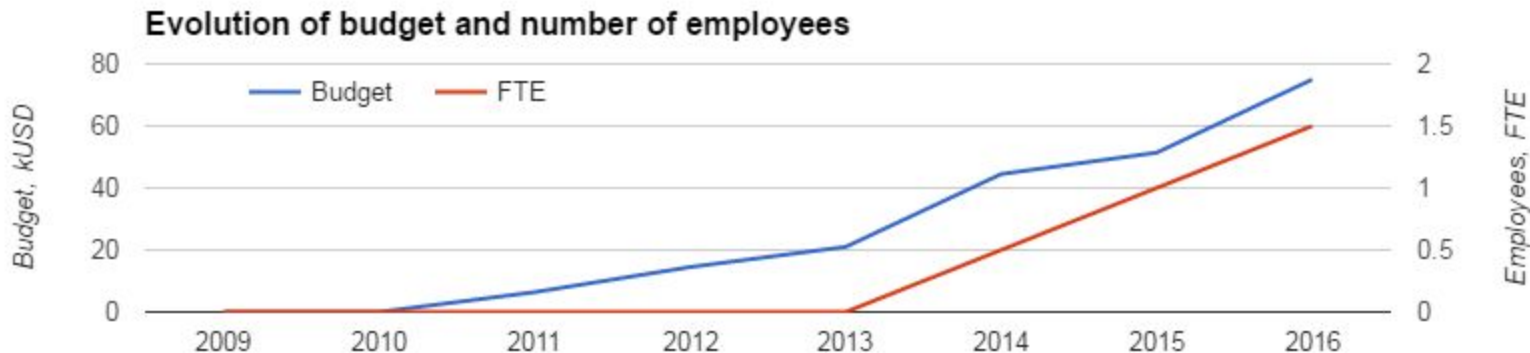


Wikimedia Ukraine: Background



2016:

- APG funding with annual budget of 75kUSD
- 3 x 0.5FTE employees (2 Project Managers and an Office Manager)
- Better strategic management, with more focus on community development



Wikimedia Ukraine: Structure



As of late 2015

Lessons Learned: Board and Its Role(s)



In an ideal world!

The Board is responsible for Strategy

The Board does not micromanage

The Board is accountable, but the authority and work are delegated

Lessons Learned: Board and Its Role(s)

In reality:

The Board members are elected because they do stuff

The Board members (only) care about the stuff they do

They do not think they are accountable for the work of others...

Lessons Learned: Board and Its Role(s)



The good news are:

The Board can evolve, they can change

Lessons Learned: Board and Its Role(s)



1st. The Board decides everything and does everything

2nd. The Board decides most things and volunteers do something

Lessons Learned: Board and Its Role(s)

3rd. The Board starts to give more responsibility to volunteers (formalized committees, clear responsibilities up to some amounts, recommendations etc)

4th. The Board gives the authority to volunteers & staff members to execute and manage project(s)

Lessons Learned: Board and Its Role(s)



**5th. The Board decides only strategic things,
volunteers & staff manage most projects themselves**

Lessons Learned: Board and Its Role(s)



**Feedback is always important
Feedback from the Community, volunteers, staff,
partners etc**

Lessons Learned: Board and Its Role(s)

The Board should think strategically, but this comes with time and experience

Micromanaging can be a thing at first, it is important to let it go

Delegating tasks and authority is important. And it can be hard...

Lessons Learned: Board and Its Role(s)

Training Board members to perform their duties is important

On-boarding can be difficult

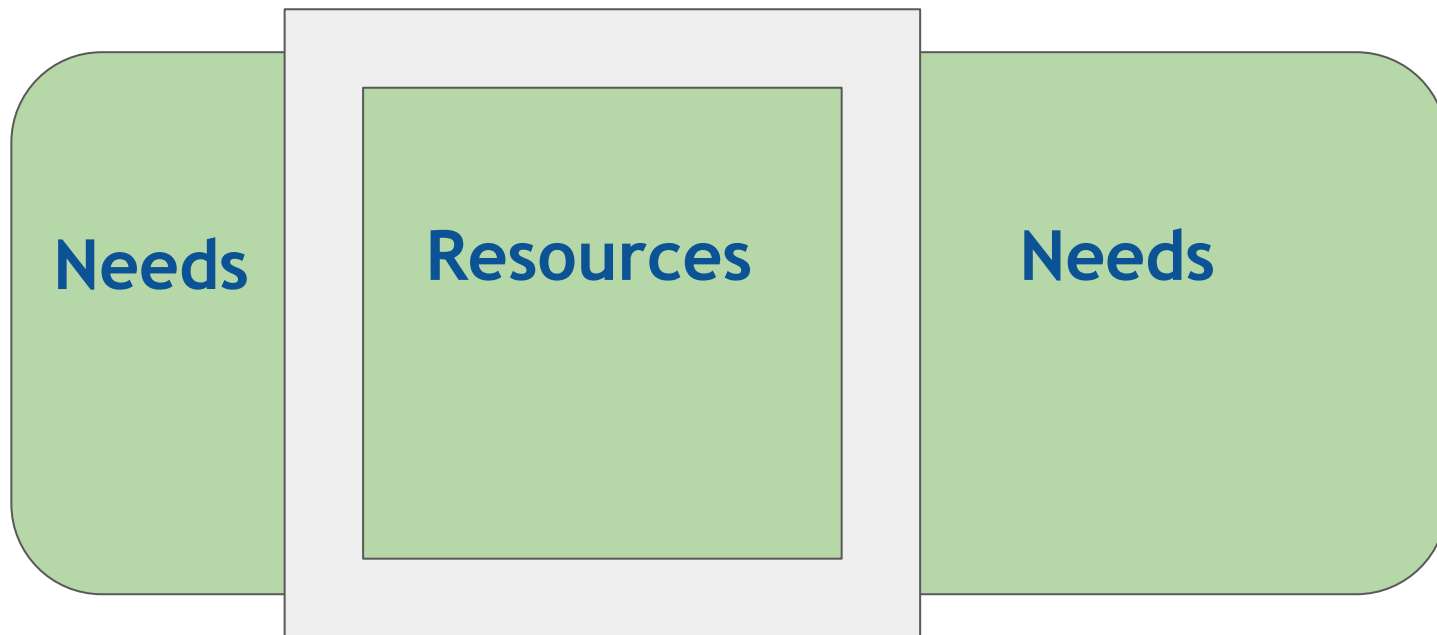
Team-building may be needed and it is a good investment...

Lessons Learned: Board and Its Role(s)

You have succeeded if:

You do not need a Board decision to buy a map for 20 USD to have in the office :)

Lessons Learned: Needs and Resources



Needs&Resources: Human Resources

- **Volunteers**
- **Contractors**
- **Permanent Staff**



Wikimedia Ukraine Staff: two project managers and an office manager. Photo by Ilya, cc-by-sa-4.0

Human Resources: Volunteers

Pros

- not paid
- motivated
- know how to do it
- can work crazy hours
-

Cons

- cannot make them keep to deadlines
- can just leave the things
- won't do boring stuff regularly
-

Human Resources: Contractors

Pros

- have specific skills
- can complete project(s) quickly
-

Cons

- hiring takes time and efforts
- need to train them how you work
- do not pass the experience, only the results themselves
-

Human Resources: Permanent Staff

Pros

- have specific skills
- can provide permanent support
- need to train them once and then they know what to do
-

Cons

- hiring takes even more time and efforts
- mistakes are expensive
- more difficult to manage
- more paperwork
-

Needs&Resources: Human Resources

The Best thing is to balance the tasks for volunteers and staff (or contractors)

If the staff is interested in the work, they can do more. Because they care :)

Hiring Wiki(m | p)edians is always an option to consider

Needs&Resources: Other Resources

- funds (external vs WMF's grants)
- additional tools (developing your own vs using the existing ones)
- information (learning patterns, useful templates for press release etc)
-

Needs&Resources: Data, Activities, Capacity



- gather all the data you can (how many hours of work is needed, how many resources are needed)
- what activities you want to execute
- what capacity you have
 - watch out for burnout of volunteers!
- what capacity you lack
-

Lessons Learned: Project(s) Management

- transition can be painful, be prepared
- think (and act) in roles, not people
 - f.ex. create “corporate” emails for roles (chairs, executive directors etc) and subscribe them to important mailing lists
- document things. Preserve experience and pass it on
-

Lessons Learned: Project(s) Management



You cannot perform well, if you do not manage to keep tracks of things:

Overlapping events, volunteers performing tasks, partners answering (or not) etc

Lessons Learned: Project(s) Management

Redmine

From Wikipedia, the free encyclopedia

Redmine is a [free and open source](#), web-based project management and issue tracking tool. It allows users to manage multiple projects and associated subprojects. It features per project [wikis](#) and forums, time tracking, and flexible role based access control. It includes a calendar and [Gantt charts](#) to aid visual representation of projects and their deadlines. Redmine integrates with various [version control](#) systems and includes a [repository](#) browser and [diff](#) viewer.

The design of Redmine is significantly influenced by [Trac](#), a software package with some similar features.^[2]

Redmine is written using the [Ruby on Rails](#) framework.^[3] It is cross-platform and cross-database and supports 34 languages.^[4]

Redmine



REDMINE

flexible project management

Developer(s)	Jean-Philippe Lang
Initial release	0.1.0 / June 25, 2006; 9 years ago
Stable release	3.2.0 (December 6, 2015; 4 months ago ^[1]) [±]

Lessons Learned: Project(s) Management



Redmine:

- you need to have a separate login for this
- you can improve it, but it takes time we do not have
- it is useful only if you use it
-

Lessons Learned: Project(s) Management

Partnerships

Overview

This programme is focused on developing partnerships, inviting new users and getting high-quality content in particular areas of knowledge. We will cooperate with our partners to teach people to contribute to Wikimedia projects and to improve content owing to their expertise. This programme incorporates Wikipedia Education Programme, Wikiworkshops, work with GLAM institutions, Wikiexpeditions and Music projects.

Contests

Overview

This program is to be concentrated on running the contests (article and photo) and supporting thematic (collaboration) editing weeks and months. It is oriented towards attracting new users and trying to improve retention of active ones. This is a program aimed at content creation, but also coaching, as contests involve more experienced users helping newbies to learn the rules and to adjust.

Community Support

Overview

This program is to be concentrated on supporting initiatives of volunteers and contributors (through microgrants), providing scholarships to attend international or regional events like Wikimania, [GLAM-WIKI 2015](#) conference, [Wikimedia CEE Meetings](#) etc, organising local (national and regional events). We also plan to support trainings for volunteers.

Lessons Learned: Project(s) Management



https://phabricator.wikimedia.org/project/profile/1730/ | вікімедія україна

PHABRICATOR

- WMUA-Partnerships
- Workboard
- Members
- Subprojects
- Manage

Projects > WMUA-Partnerships



WMUA-Partnerships Project

Active Public

Watch Project

DESCRIPTION

This programme of Wikimedia Ukraine is focused on developing partnerships, inviting new users and getting high-quality content in particular areas of knowledge. We will cooperate with our partners to teach people to contribute to Wikimedia projects and to improve content owing to their expertise. This programme incorporates Wikipedia Education Programme, Wikiworkshops, work with GLAM institutions, Wikiexpeditions and Music projects.

- Wikipedia Education Programme and Wikiworkshops: <https://phabricator.wikimedia.org/T124539>
- GLAM Partnerships: <https://phabricator.wikimedia.org/T124540>
- Wikiexpeditions:

For more information see: https://meta.wikimedia.org/wiki/Grants:APG/Proposals/2015-2016_round1/Wikimedia_Ukraine/Proposal_form#Partnerships

Members (4) View All

- Antanana**
User
- ViraMotorko_WMUA**
User
- Anntinomy (Anna Hrobolova)**
User
- intracer (Ilya)**
User

Lessons Learned: Project(s) Management



GLAM Partnerships

Open Public

Assigned To Anntinomy

Priority Needs Triage

Author Antanana

Blocked By T124580: NTUU KPI Polytechnic Museum
T124578: NMIU
T124559: Import National Historic-Ethnographic Reserve "Pereyaslav" data
T124558: warmuseum
T124556: UMIF
T124551: krovets
T124547: tavrda.museum

Projects WMUA-Partnerships (Backlog)

Subscribers Artem.komisarenko, intracer, Aklapper and 4 others

Security None

Edit Task

Merge Duplicates In

Create Subtask

Edit 'Blocked By' Tasks

Edit Differential Revisions

Edit Pholio Mocks

Protect as security issue

Unsubscribe

Award Token

Flag For Later

Lessons Learned: Project(s) Management

Phabricator:

- it is useful only if you use it
- it is easier to maintain hierarchy of all projects
- no separate login needed
- only in English

Conclusions: what to expect

- **Changes are painful**
 - **Get ready for it!**
- **You will make mistakes at some point**
 - **Assume them!**
- **You get a valuable experience**
 - **Document it and learn from it!**
- **Others may have a similar experience**
 - **Learn from their mistakes!**
- **Making a chapter grow is an exciting experience**
 - **Go for it!**

Growth of a small chapter to a successful one



Watch out for mistakes other make. Listen, read, try to find out more. And do not repeat them :)

Danke! Дякуємо!



Thank you!

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Slides by: NickK, antanana

Wikimedia Foundation Logo: Neolux, Zscout370, Dbenbenn, PD

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Question(s) and Answer(s)