Partnerships
for Wikimedians

Part 1: Identifying and negotiating partnerships

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What are partnerships and why should we care?

- Partnerships are **bi- or multi-lateral collaborations**, that give **mutual benefit**
  - (otherwise, one side is providing a service to the other)
- Partnerships can **complement** an org's abilities, extend its **reach**, contribute to its **resources**, etc.

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Agenda

- What are partnerships and why should we care?
- Identifying desired partnerships and partners
- Preparing for a partnership
- Negotiating partnerships
- Quick tips on running partnerships
- Quick tool: Problem/Solution trees

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Opening

Partnership goal types

- Content acquisition (GLAM, WEP, data)
- Spreading our content (Kiwix, LoC)
- Access (TWL, visiting scholars)
- Outreach (awareness, readers)
- Outreach (recruitment, contributors)
- In-kind support (venues, prizes, wi-fi, legal, etc.)
- Fundraising (e.g. tax donation programs)
- Advocacy

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Identifying desired partnerships and partners

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A systematic approach

0. Establish a healthy[-enough] community
1. Figure out the partnership **type** one is looking for
2. Identify **potential** partners
3. **Research** the potential partners and **rank** in order of **expected impact** and/or **ease of approach**
4. **Select** a partnership to pursue

Identifying partners

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What partnership type do we need?

- [SWOT analysis](#) (Strengths, Weaknesses, Opportunities, Threats)
- Your strategic or annual plan
- Ad-hoc needs
- **Match the partnership type to your goals and capacities!**

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Identify potential partners

- Internal partners: other communities, other affiliates, WMF
- External partners: memory institutions (GLAM); higher learning (WEP, visiting scholars); learned societies; governments (national, local; content, in-kind); non-profits/activists; **networks** of orgs
- Regarding each, look for **mutual** benefit

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Research <u>potential</u> partners

- Reviewing the list of potential partners you came up with:
  - learn a little about each partner
  - Sketch what a partnership with this partner would look like
  - Estimate the potential impact/value for Wikimedia, and the likelihood of success

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Identifying partners

Potential partners: Resources

- A useful resource from WMF: https://meta.wikimedia.org/wiki/File:GLAM_partnership_evaluation_handout.pdf

- Example of detailed partnership description with supporting stats: https://en.wikipedia.org/wiki/Wikipedia:The_Wikipedia_Library/Publishers

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Identifying partners

Select a partnership to pursue

- Select the partnership with the best chance for significant impact or help toward your goals/needs
- Evaluate **BENEFIT, RISK, EFFORT**.
- Okay to pursue more than one partnership in parallel, but beware exceeding your capacity!
  - ("what if they all say yes?")
- **Inform** your community; consider feedback

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Exercise

Exercise: Identify desired partners

Thinking of your group or organization, try to (briefly) apply the systematic approach:
- What type of partnership should we seek?
- What are some potential partners of this type?
- Of those, which are the most promising partners at this point?
- **What would the mutual benefit be?**

Preparing to discuss a partnership

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Preparing to discuss a partnership

1. **Study** the partner more thoroughly
2. Express your partnership plan in terms of **mutual benefits** and **shared goals**. <u>Use your partner's language</u> as much as possible.
3. Identify a **contact point**, initiate contact, schedule meeting
4. Have the **meeting**!

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Study the partner

- Read **the partner's** main self-descriptive documents:
  - a **mission** statement
  - their last **annual report**
  - their official Web **site**
  - a recent **speech or interview** by a senior official at the partner
  - …

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Example: WikimediaFoundation.org

- What does this organization care about?
- What does it say it does?
- What is it proud of?
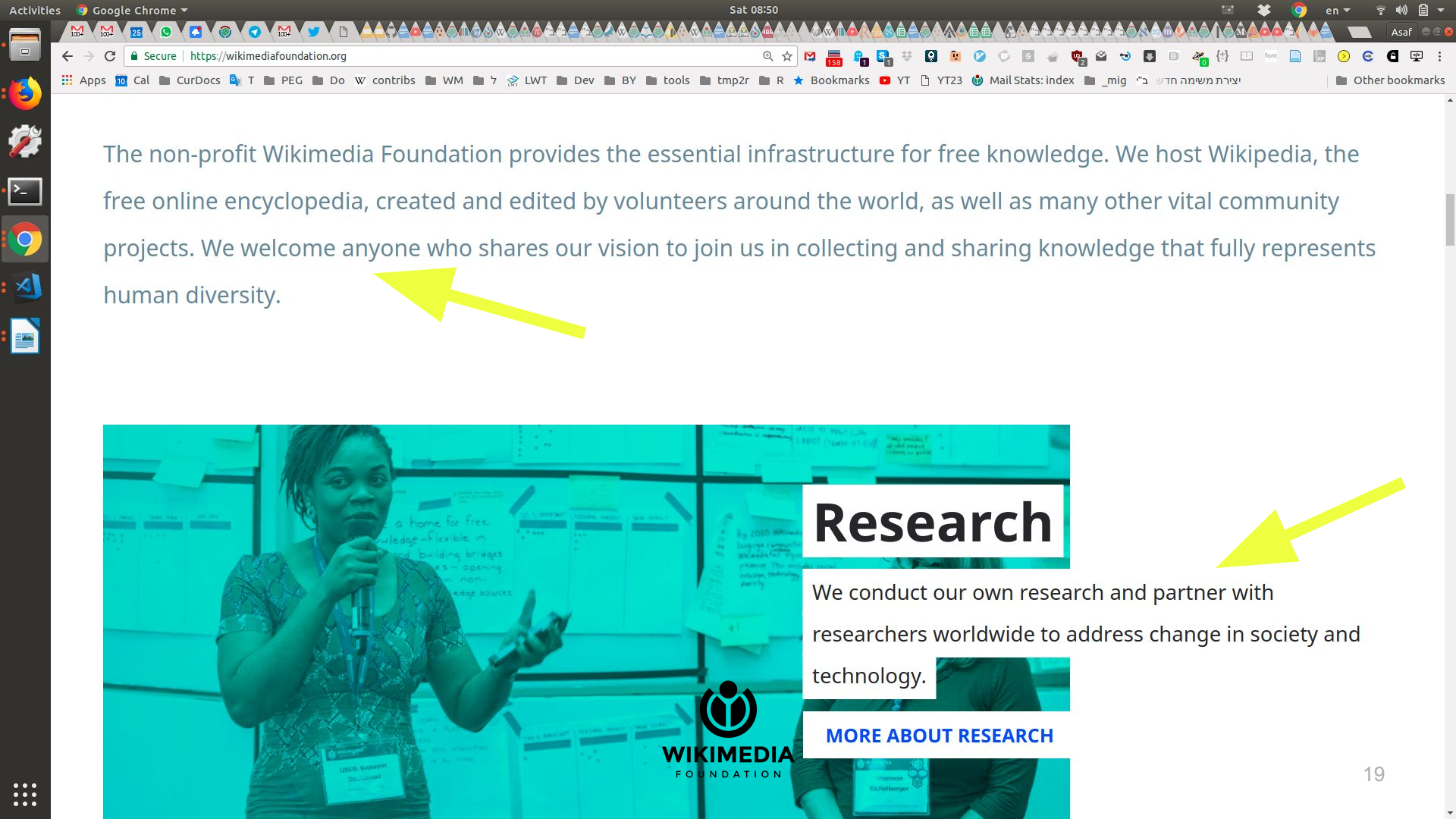- How big is it? How popular is it?
- What is its leadership?
- …

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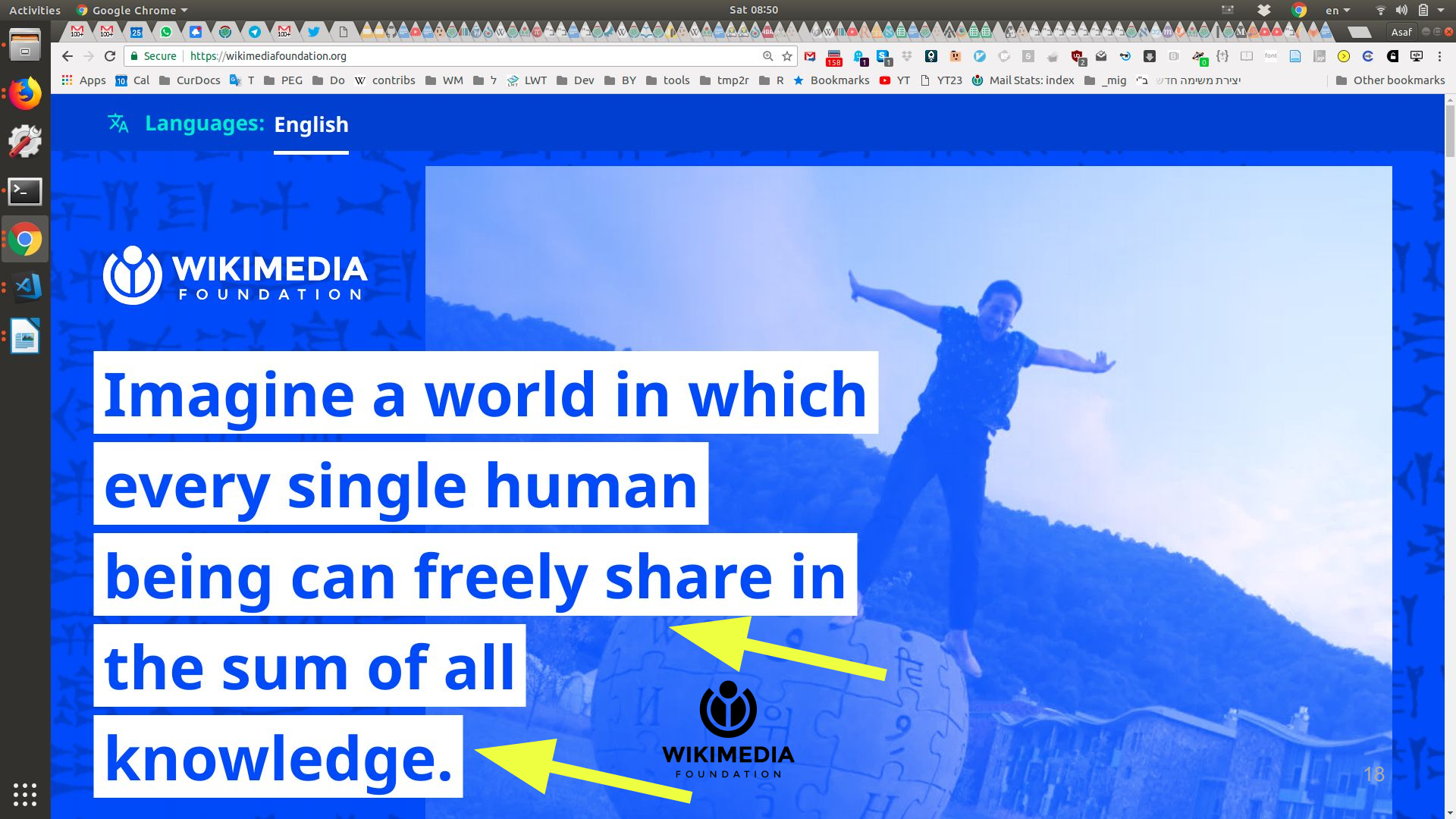
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Imagine a world in which every single human being can freely share in the sum of all knowledge.
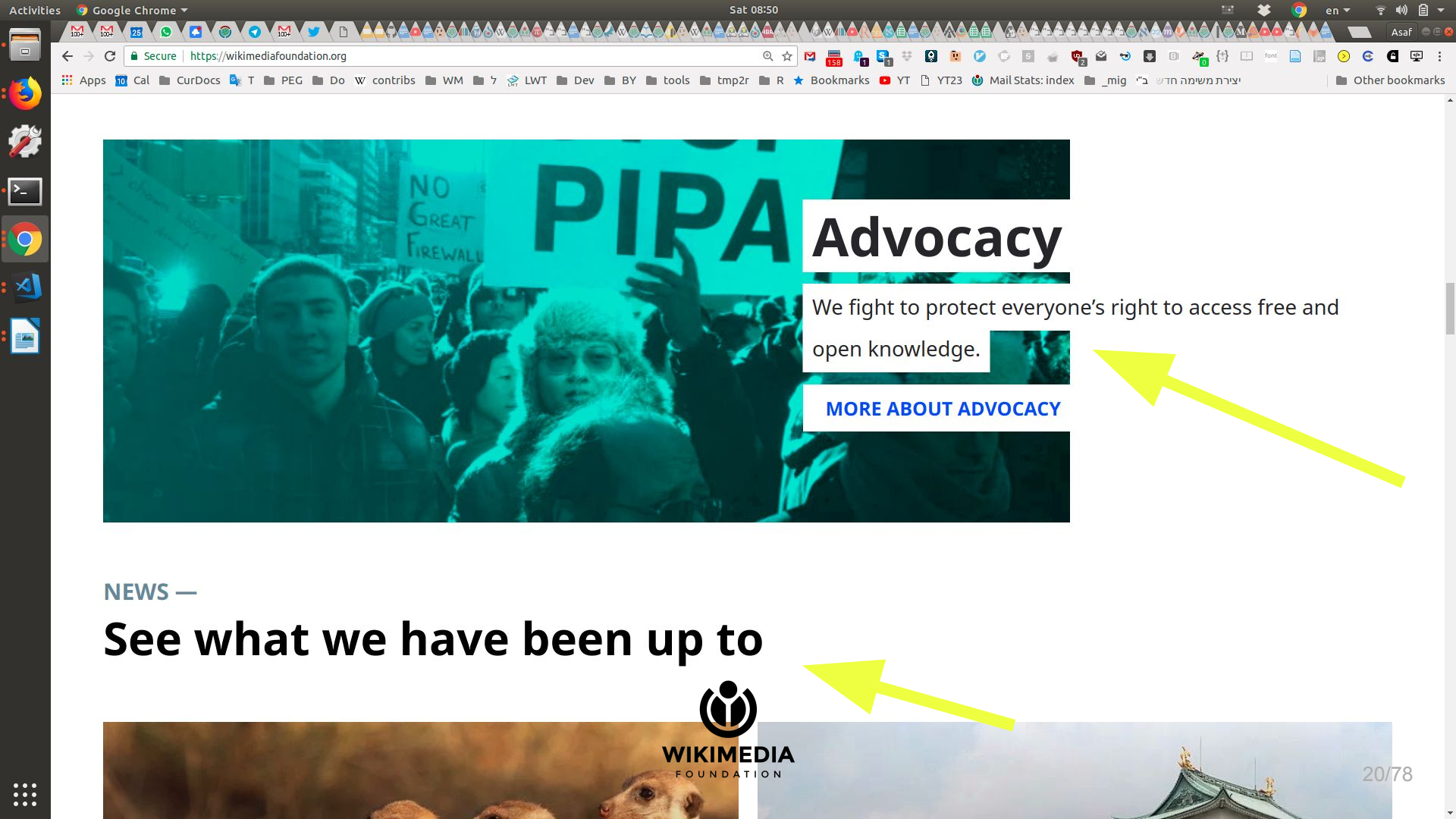
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The non-profit Wikimedia Foundation provides the essential infrastructure for free knowledge. We host Wikipedia, the free online encyclopedia, created and edited by volunteers around the world, as well as many other vital community projects. We welcome anyone who shares our vision to join us in collecting and sharing knowledge that fully represents human diversity.

Research

We conduct our own research and partner with researchers worldwide to address change in society and technology.
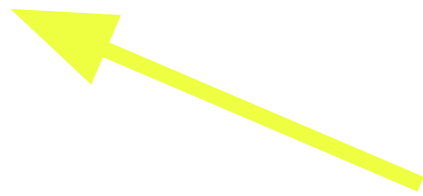
MORE ABOUT RESEARCH

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Advocacy

We fight to protect everyone's right to access free and open knowledge.

MORE ABOUT ADVOCACY

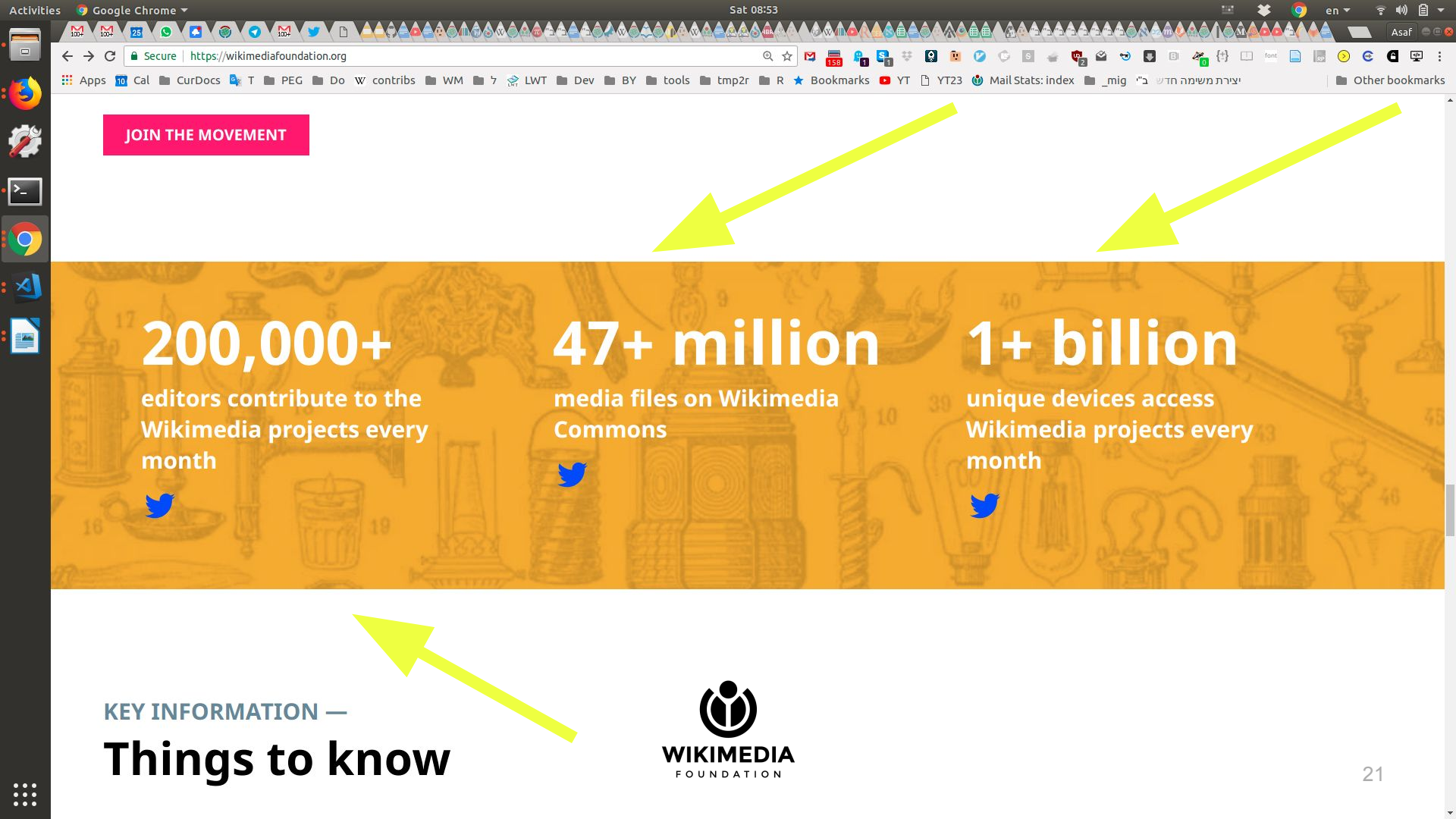NEWS —

See what we have been up to

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200,000+

editors contribute to the Wikimedia projects every month

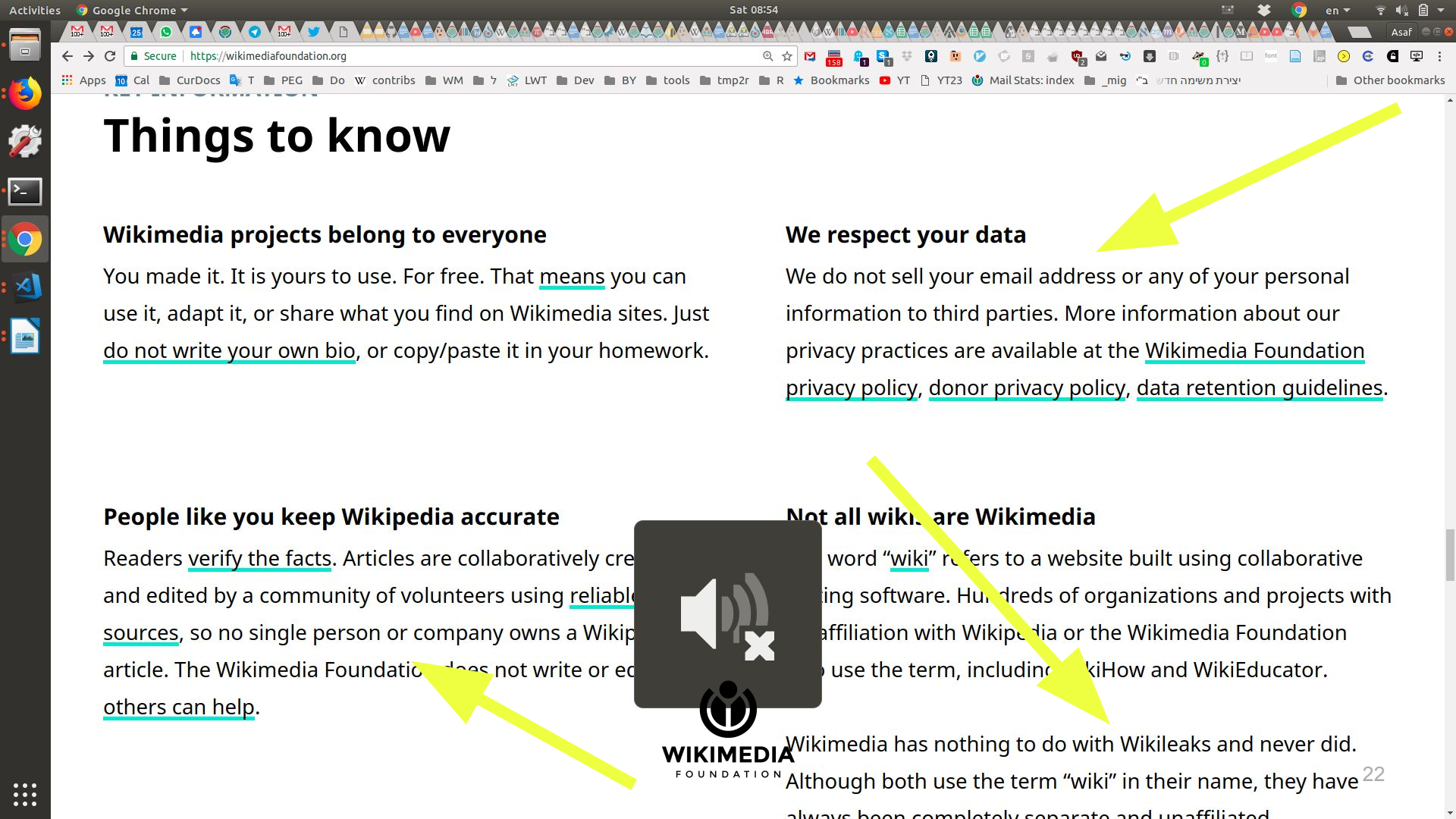# 47+ million

media files on Wikimedia Commons

1+ billion

unique devices access Wikimedia projects every month

KEY INFORMATION —

Things to know

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Things to know

Wikimedia projects belong to everyone

You made it. It is yours to use. For free. That means you can use it, adapt it, or share what you find on Wikimedia sites. Just do not write your own bio, or copy/paste it in your homework.

We respect your data

We do not sell your email address or any of your personal information to third parties. More information about our privacy practices are available at the Wikimedia Foundation privacy policy, donor privacy policy, data retention guidelines.

People like you keep Wikipedia accurate

Readers verify the facts. Articles are collaboratively created and edited by a community of volunteers using reliable sources, so no single person or company owns a Wikipedia article. The Wikimedia Foundation does not write or edit, others can help.

Not all wikis are Wikimedia

The word "wiki" refers to a website built using collaborative editing software. Hundreds of organizations and projects with no affiliation with Wikipedia or the Wikimedia Foundation also use the term, including WikiHow and WikiEducator.
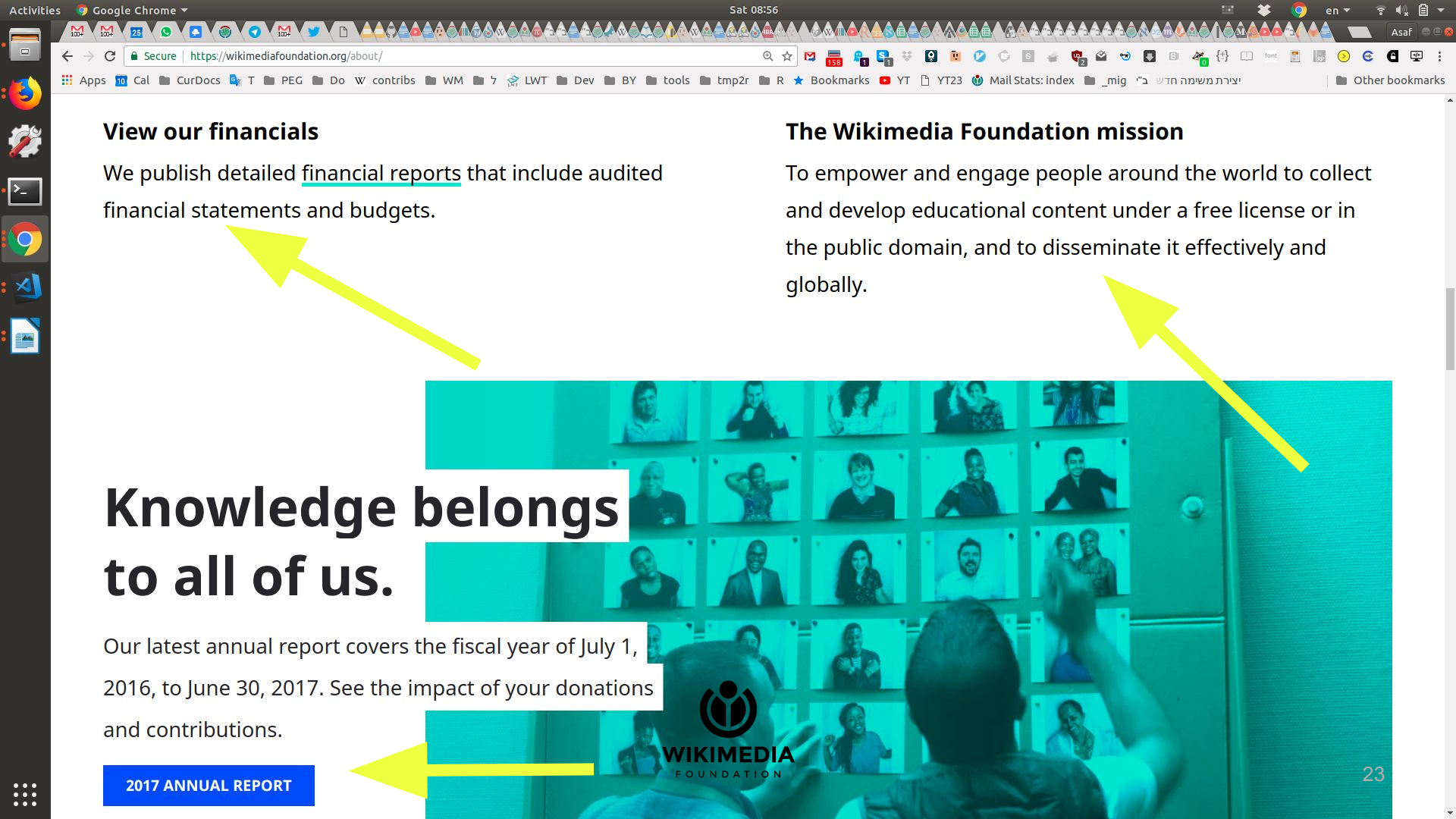
Wikimedia has nothing to do with Wikileaks and never did. Although both use the term "wiki" in their name, they have always been completely separate and unaffiliated.

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View our financials

We publish detailed financial reports that include audited financial statements and budgets.

The Wikimedia Foundation mission

To empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.

Knowledge belongs to all of us.

Our latest annual report covers the fiscal year of July 1, 2016, to June 30, 2017. See the impact of your donations and contributions.

2017 ANNUAL REPORT

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Example #2: VisitToUkraine.com

- What does this organization care about?
- What does it say it does?
- What is it proud of?
- How big is it? How popular is it?
- What is its leadership?
- What **shared goals** and **mutual benefits** might we have?
- …

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Preparing to discuss a partnership

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News

📅 25.02 **The whole world in Ukraine: Top 10 places that resemble foreign destinations**

Enjoy Scottish vales and Austrian greenery in Ukraine! All possible with these Ukrainian places resembling foreign destinations giving you an opportunity to live your foreign trip dream without leaving…

📅 04.12 **Kyiv Safe & Nice: How Much Does It Cost To Travel To Kyiv?**

With Kyiv being completely safe, its prices, people, food, culture and architecture made it an absolutely fantastic travel destination. If you are still wondering whether or not Ukraine is worth…

📅 16.06 **Travels in an "eco" style – by Ukrainian paths**

The Ukrainian Carpathians are the ideal place for the travels in an "eco" style: find your own edelweiss flower, see the sunrise high in the mountains, take a rest with a fishing tackle near…

📅 25.12 **Wintertime in Ukraine: unusual ideas for holiday-ma…**

To spend New Year and Christmas holidays in the Carpathians is a ho… … owadays in addition to wonderful ski pleasure, the Carpathians offer extraordinary ideas: BATH… N … EYSERS In addition…

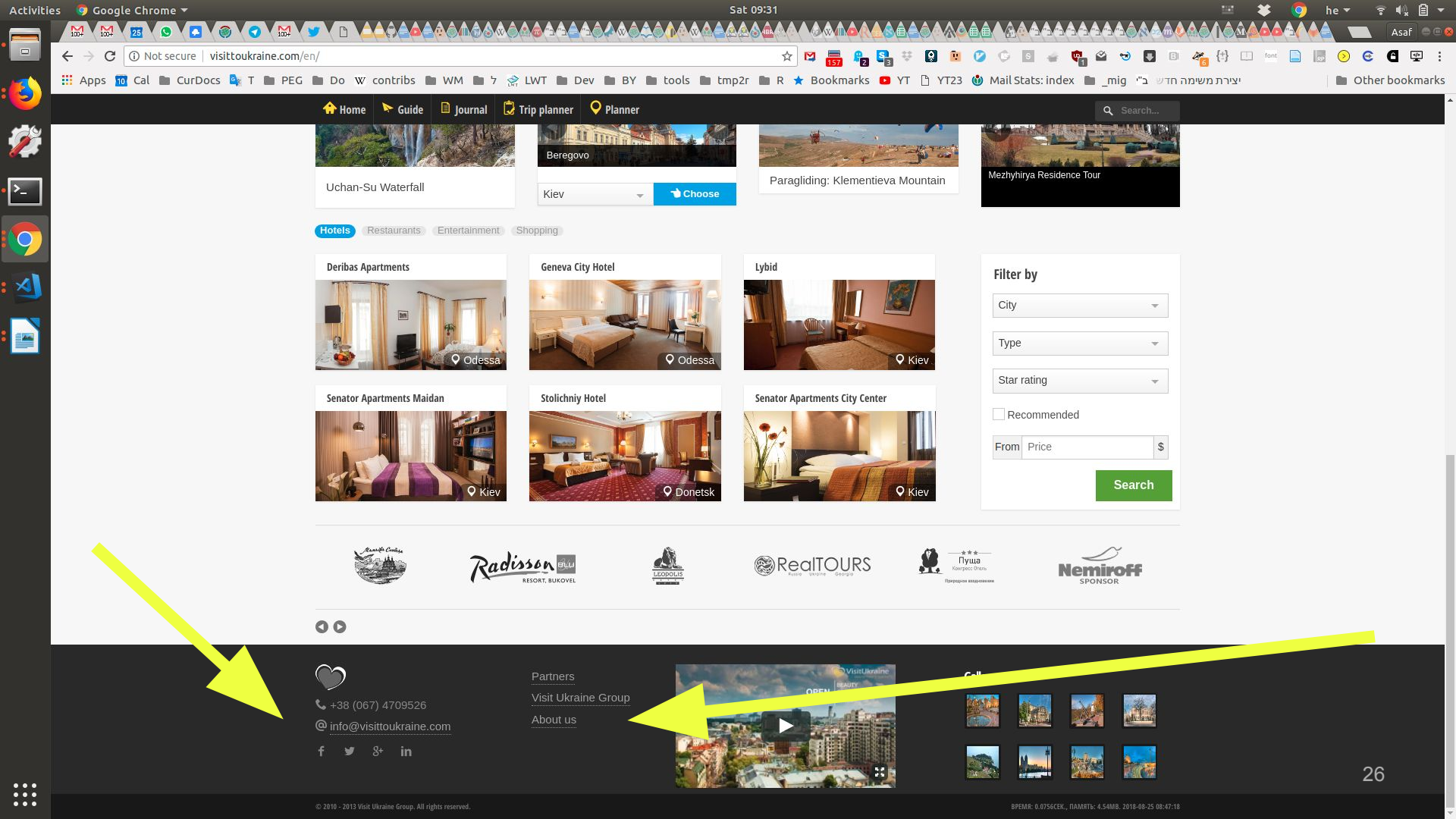guide to ukraine, travel news, visit ukraine news, travel offers…

All news

Events

There are no data

Weather · All events

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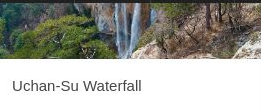
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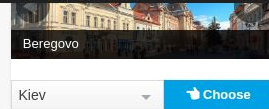
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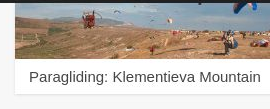
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Call

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Who we are

Visit Ukraine Project is a team of professionals in tourism, marketing and informational technologies who promotes Ukraine domestically and internationally (at the international market)

Our Vision

Ukraine is globally recognized as travel and business destination

Our Mission

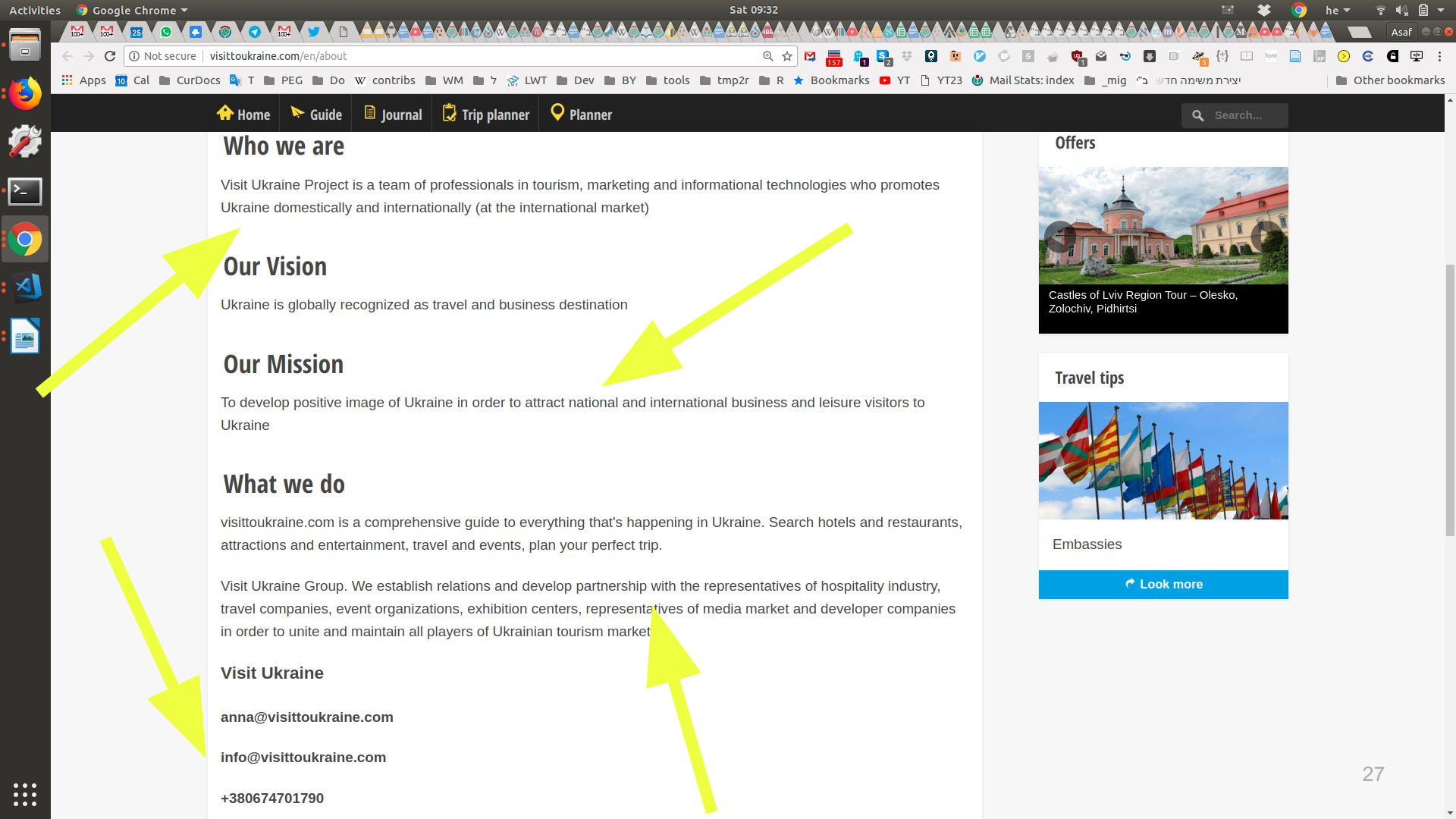To develop positive image of Ukraine in order to attract national and international business and leisure visitors to Ukraine

What we do

visittoukraine.com is a comprehensive guide to everything that's happening in Ukraine. Search hotels and restaurants, attractions and entertainment, travel and events, plan your perfect trip.

Visit Ukraine Group. We establish relations and develop partnership with the representatives of hospitality industry, travel companies, event organizations, exhibition centers, representatives of media market and developer companies in order to unite and maintain all players of Ukrainian tourism market

Visit Ukraine

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info@visittoukraine.com

+380674701790

Offers

Castles of Lviv Region Tour – Olesko, Zolochiv, Pidhirtsi

Travel tips

Embassies

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KYIV EXPO PLAZA
Exhibition Center

ЭКСПОЦЕНТР УКРАЇНИ
Exhibition Complex

PREMIER EXPO
Exhibitions and Conferences

Center of Ukrainian Culture and Art

ЭКСПО ЮГ СЕРВИС
Exhibition and Tourist Company

Kyiv Working
Ideal working place

zoover
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Travel and Holidays Review

AEROPLAN
Informational & Travel Magazine

Kyiv Ukraine City Card
Travel Guest Card

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UAETA
Adventure and Ecotourism Association

odessa*weekend
Tips for Visitors to Odessa

Трускавець
Місто здоров'я
Official City Travel Website

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Number One City Breaks Specialist to Kiev and Ukraine
City Break Specialists to Kyiv & Ukraine

GREEN TOUR
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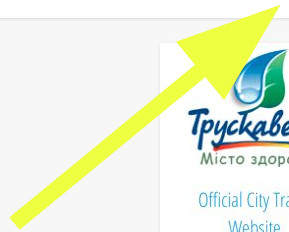
Home exercise

Home exercise (optional)

- Pick an actual prospective partner of yours and study its public site/documents in this manner
- If you want some **feedback**, write up your conclusions and e-mail them to asaf@wikimedia.org

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Preparing to discuss a partnership

Prepare the "pitch"

- Come up with possible **shared goals**
- Come up with **specific benefits** for the partner, and for Wikimedia
- **Derive actions** from the shared goals (joint actions, separate actions)
- Gather **supporting materials** (stats, videos, testimonials, examples, answers to FAQs)

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Preparing to discuss a partnership

Is the pitch ready? Ask questions:

- What are the benefits to them? To us?
- What assets does each side bring?
- What people on each side own the relationship? (accountability)
- Do we have the social, professional and cultural competencies to interact, negotiate and work with this partner?

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Ask more questions:

- Who would make decisions? How would disagreement be handled?
- What is our role? What is the partner's role?
- In what ways is the community involved?
- Will content be available under an open license?

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Preparing to discuss a partnership

Identify contact point

- Easiest if some contact **already exists**, or identified by mutual third-party contact
- **Official sites** are a good start
- Spend time learning the **structure and responsibilities** within the partner
- Use an existing contact to figure out who **else** should be at the meeting

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Identify contact point

- Pros and cons of **larger meetings**
- Partnering with Wikimedia often **doesn't fall into existing workflows** at the partner
  - May require a bit of exploration
- Schedule a first meeting (ideally) or a call
  - Manage expectations: "meeting to explore a possible partnership", "introductory meeting"

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Conducting partnership negotiations

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The first meeting

- Be on time! Be prepared! Have your materials!
  - Nobody cares about excuses
- Bring the right people
  - e.g. if technical questions are likely to come, bring a volunteer with the technical know-how
- Be psychologically prepared! -->

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Psychologically prepared?

- Whom do you **speak for**? What can you **commit to**?
- First meetings can be **stressful**; pressure to reach agreement, "success"
  - **This is your enemy.**
- What's your [BATNA](#)? (Best Alternative To a Negotiated Agreement)
- "No partnership" is a **perfectly okay** result.

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Negotiating partnerships

Typical structure of a meeting

- The first meeting usually has informal structure:
- 1. Small talk; **Introductions**
  - 1.5 (wiki primer?)
- 2. **Arguments** for collaboration
- 3. Presentation of own **interests**
- 4. Desc. **a possible collaboration** (models; +/-)
- 5. Discussion of potential **obstacles/risks**
- 6. Reaching **agreement** / decision on **next steps**

1.5 The in-meeting Wiki primer [1/3]

- Often necessary to explain our culture and some wiki terms
  - Explain how we work, what is[n't] possible (e.g. no article ownership, no non-free media on Commons)
  - **Don't** explain wiki syntax, arbitration processes, checkuser, etc.
  - Describe our culture of transparency and public discourse

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1.5 The in-meeting Wiki primer [2/3]

- As appropriate, include <u>basic</u> introduction to policies like conflict-of-interest editing, paid editing, biographies of living people
- Talk about content gaps - show stats and visualizations! - when discussing content donations or hosted/expert editing events
- Explain you are not "Wikipedia"; explain you don't control the community

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Negotiating partnerships

1.5 The in-meeting Wiki primer [3/3]

- Explain and manage expectations around timing
- Answer any questions they may have
- Often partners have FAQs, or just a particular issue ("I tried editing once…"; "why is there no article about my grandfather?")
- Be careful not to get carried away! The meeting is time-bound!

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Negotiating partnerships

2. Arguments for Collaboration (GLAM example [1 of 2])

- **Presence** (content, backlinks, stats [show!])
- **Findability** (SEO, possibly other languages)
- **It's a thing,** and world-class institutions are already doing it
- Wikimedia is part of the modern information landscape

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2. Arguments for Collaboration
(GLAM example [2 of 2])

- Free re-use of content/data promotes **unforeseeable innovation**
- **Public interest** and your educational mandate
- **Metadata improvements**, feedback

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Speak your partner's language

- Align yourself as much as possible to your partner's mission, goals, vocabulary
- E.g. Libraries care about authority, accuracy, accountability
  - They may perceive Wikipedia as chaotic, "anything goes", low-quality
  - Explain quality processes on Wikipedia

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Speak your partner's language

- Libraries also consider themselves sites of preservation **and** public access. Discuss how much **more** public access can be achieved working with Wikimedia.
- Remember to value the partner and their work and expertise. We are looking for a relationship **utilizing our respective strengths**!

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Offer more thorough education

- Once the conversation starts, partners may want to learn a lot more about Wikimedia; they may want their colleagues to hear this too
- Offer to give a talk at the partner's office, to any interested staff, on <u>How Wikipedia Works</u> (*not* a workshop) -->

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Offer more thorough education

Partners may express an interest in "editing workshops" when they may really just want to understand how it works. **Teach principles, not mechanics**: NPOV, sourcing, quality, talk pages; not what a diff is or how to create a table.

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Partner education: resources

- [An event model for teaching about free licenses, from WMDE](#)
- This general talk may win you new supporters at the partner!

3. Describe our own interests [1/2]

- It is trust-building and encouraging to be open and honest about our own interest:
  - "We are interested in partnering with you because you hold the biggest collection of historical photos in the country! Access to those photos would really enrich the encyclopedia!"

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3. Describe our own interests [2/2]

- "We are interested in recruiting new volunteers, and offering training at your university is likely to get some of your students interested in volunteering with us."
- "We need access to a venue to hold our training events at."

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Negotiating partnerships

4. Describe a possible partnership

- Begin with a brief summary of the main actions, and main outcome, of the partnership. This should take no more than a minute to say!
- After the brief summary, if there are no immediate questions or concerns, go on to describe your prepared sketch of a project.

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Example summary pitch

"We would like to improve the coverage of this museum on the Wikimedia projects. Perhaps we could discuss releasing photos of the 100 most important objects under a free license, and having a multi-lingual writing competition about related topics? This would improve the encyclopedia in several languages, and provide exposure to the museum via links back from each photo, as well as a press release."

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Negotiating partnerships

5. Discuss risks; evolve and revise the plan

- Pay attention to the partner's responses to your proposed project. **Listen** as hard as you can:
  - What do they like?
  - What are they concerned about?
  - Did something trigger them? Why?
- Respond to expressed concerns; invite unexpressed questions; repeat that it's a sketch and open for revision.

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6. Committing

- Usually, a negotiation includes proposed <u>commitments</u>
  - Be **very** careful with commitments! **Can** you commit to this? If not, can you commit to something close-enough?
  - Check your resources very carefully. e.g. If you don't have volunteers ready to give a How Wikipedia Works talk at the partner's office, you mustn't commit to it.

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6. Dangerous promises

- Avoid any promise for **particular articles or particular content** in articles; explain <u>process</u>
- Avoid any arrangement that would **prevent responding to community concerns**
- Avoid any **exclusive commitments** (e.g. promise to work ONLY with that partner in that field)

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Resist as necessary

- Sometimes a partner would suggest things that make sense to them but aren't acceptable to us
  - "Can we 'freeze' the articles once we're happy with their quality?"
  - "How about we give permission just to Wikipedia itself?"
- **Politely** explain why that won't work. (BATNA!)

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6. The meeting is almost over!

- At some point, it's time to end the first meeting. If the discussion went well, and there's still interest or even enthusiasm, **agree on next steps:**

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6. The meeting is almost over!

- Often the partner would ask for "all this in writing".
  - Be prepared! Don't take more than 48 hours (ideally) to a week to send the <u>written proposal</u>.
- Schedule a next meeting, or at least agree on who's in charge of scheduling it;
  - if it's the partner, and nothing happens for more than two weeks, ping them politely anyway.

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6. The meeting is almost over!

- Make sure the right people are present for the next meeting:
  - Perhaps the partner representative's boss? [you might need to work your way up] Or a tech person?
- Show up to the next meeting with any adjustments already made
  - Any notes you made during the first meeting, changes to language or the pitch, should be fixed.

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6. Do we need a contract / MoU?

- Not necessarily. (WMF won't require it.)
- Formality is okay, and sometimes useful. Sometimes just necessary. A good idea if **exchange of money** involved. Also useful to have a record of the mutual commitments.
- **Ideal** agreement - **CLEAR** but not formal
- Example MoU template from WMF:
https://meta.wikimedia.org/wiki/Meta:Partnerships_%26_Resource_Development/Memorandum_of_understanding_sample_template

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6. …or not!

- **when to say no**: no capacity on our end; unattractive/uninteresting to volunteers, or:
- **WARNING SIGNS:** seeking unacceptable control; refusal to release under free license; tight deadlines; seeking to immediately bank on our brand; no benefit to us; conflict to our mission (e.g. censorship, propaganda)

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6. …or not!

- **how to say no**: be polite; explain (briefly!) why the partnership won't work for us. If the decision is made after the face-to-face meeting, pick up the phone, or write a polite letter, as appropriate.
- Best if we say in advance that there are certain conditions to be met if a partnership is to succeed (e.g. sufficient volunteer interest)

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Tips and best practices

Tips and best practices for running partnerships [1/4]

- Start small and safe; build trust; eventually, reputation!
  - Have some small event formats or activity "recipes" ready
- Have a "plan B", or at least a graceful way to back out. Be open about single points of failure on your side.

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Quick tips

Tips and best practices for running partnerships [2/4]

- Provide regular feedback to the partner by sharing stats and data on their contribution. Same to the community.
- Maintain clarity of roles, not just between the two sides, but <u>within</u> our side.

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Tips and best practices for running partnerships [3/4]

- Use your support network!
  - WMF, other affiliates, volunteers who have done this before
  - (Remember: WMF doesn't want only perfect results and good news. WMF wants to help you deal with difficulties and learn from failures, too.)
  - Lots of documentation! e.g. Commons's partnerships guide.

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Quick tips

Tips and best practices for running partnerships [4/4]

- Announce the partnership! Spell out the benefits to Wikimedia; spell out the expectations. Don't assume everybody knows!
- Keep the community (even people not involved) updated
- Maintain **trust** from the community.

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Quick tips

Conclusion

So, should we pursue partnerships?

- Absolutely! Provided:
  - You have clarity on shared goals and mutual benefits
  - You have a plan (and ideally a plan B)
  - You have community support (even silent support)
  - You are prepared to represent the Wikimedia projects
  - You have resources to fulfill your obligations
- What if we don't? - perhaps partnerships are not your best next step in developing your group

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Conclusion

Tool: Problem/solution trees

1. Build a tree with the main **problem** as the trunk, the **causes** (primary and secondary) as roots, and the **consequences** of the problem as branches
2. Then **reverse** the negative statements, creating a **solution tree**
3. Look at the solution tree and **evaluate** practicality and priorities, deriving a strategy toward a solution.

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Quick tool

Problem tree example

Frustrated contributors

Less access to public heritage via Wikimedia

Difficult to run Wiki Loves Monuments

We don't have freedom of Panorama

Legislators unaware

"Boring" topic

Public unaware

Low copyright enforcement in general

Quick tool
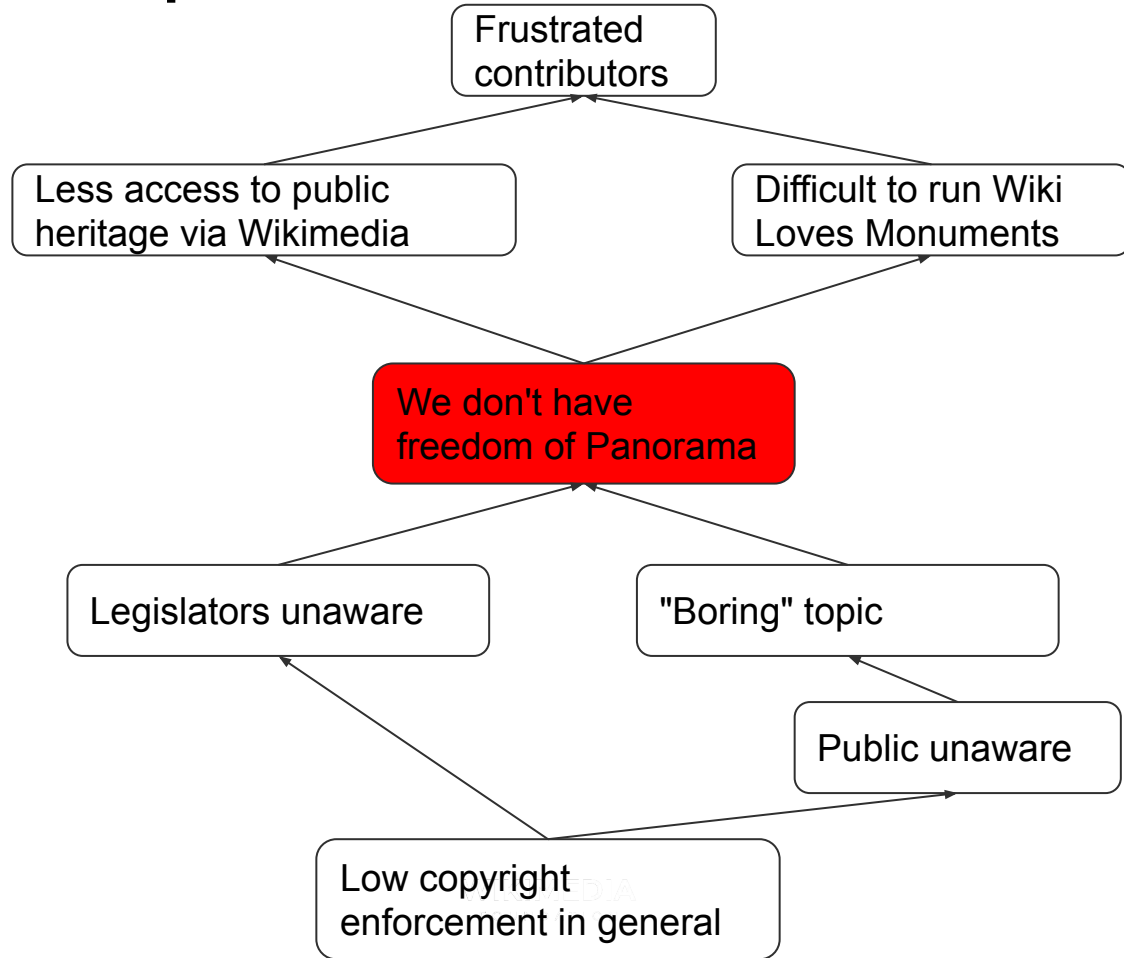
Let's reverse this!

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Solution tree example

Happy contributors! :)

More access to public heritage via Wikimedia

No barrier to run Wiki Loves Monuments

We have freedom of Panorama! :)

Legislators aware and take action

Attractive topic

Public is aware

Better copyright enforcement in general

Quick tool
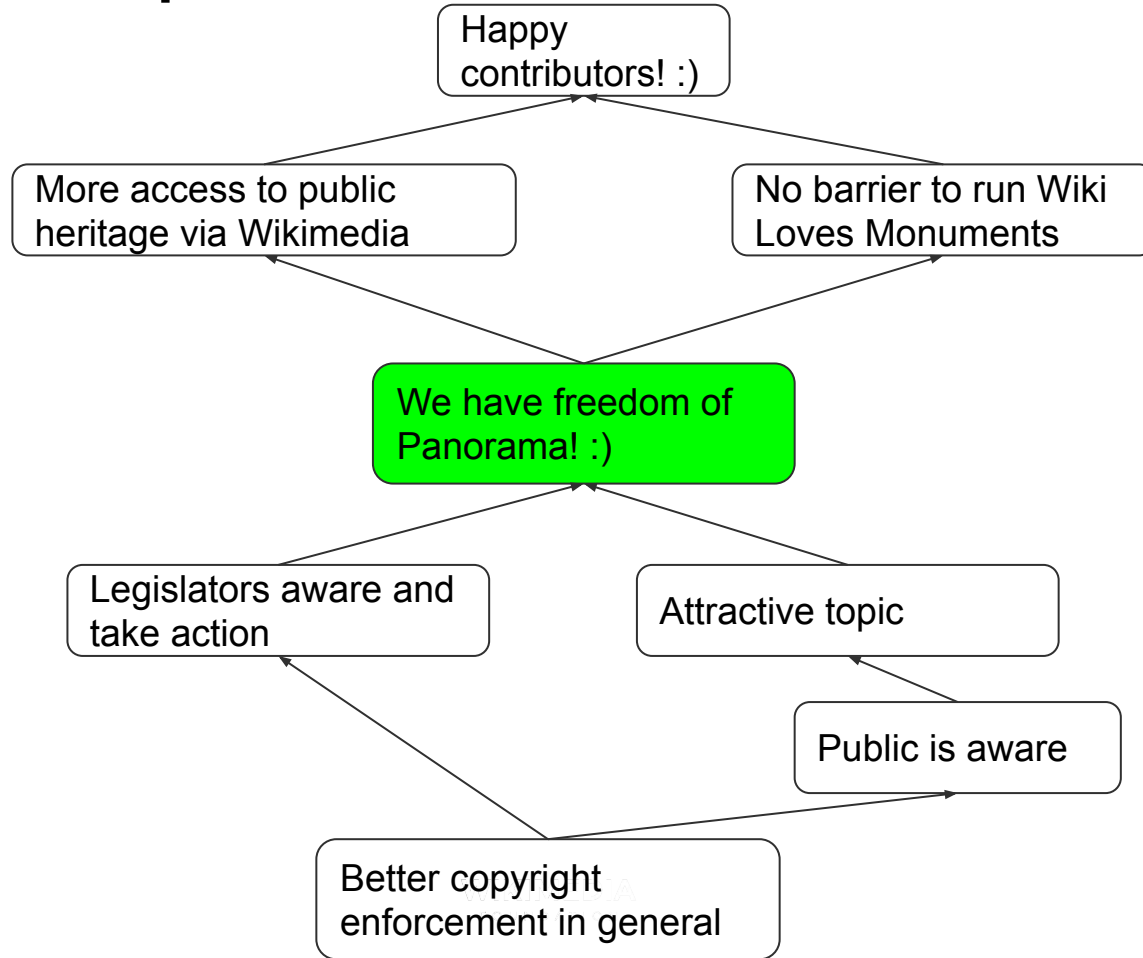
Derived strategy example

Happy contributors! :)

More access to public heritage via Wikimedia

No barrier to run Wiki Loves Monuments

We have freedom of Panorama! :)

With public awareness, encourage legislation

Legislators aware and take action

Attractive topic

Draft FoP bill and lobby legislators

Public is aware

Social media campaign

Better copyright enforcement in general

Quick tool
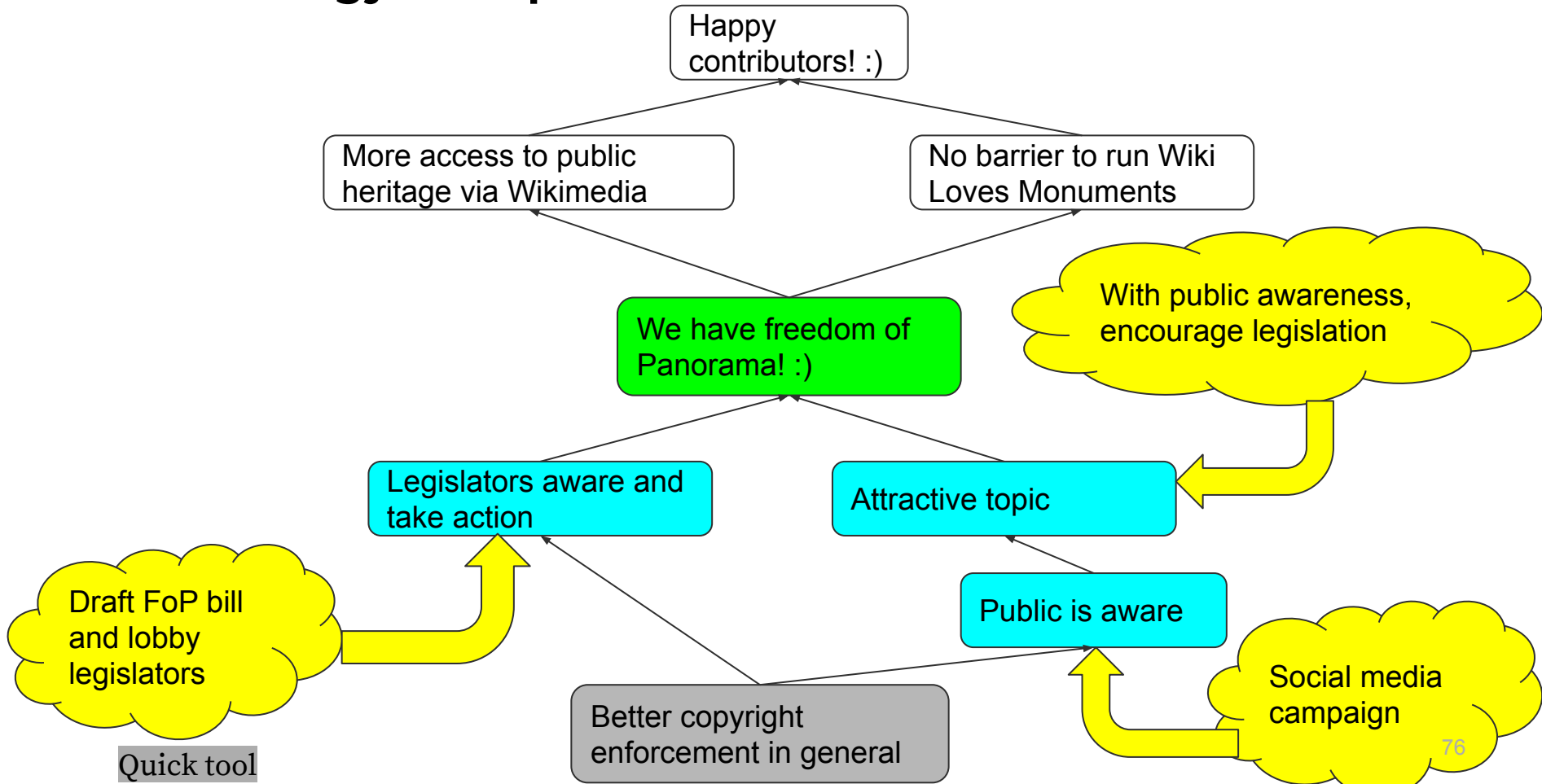
Exercise

Exercise: Problem/solution trees

Try to (briefly) sketch a problem/solution tree for <u>one</u> problem in your community:
- What is the problem?
- What are the causes and sub-causes?
- What is the impact?
- What are some solutions?
- Which would you actually pursue? Why?

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Quick tool

What if we need more help?

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Helpful contacts

- Your community's WMF grants program officer
- partnerships@wikimedia.org
- GLAM, Research, or other partnerships including access to collections or content: astinson@wikimedia.org
- For education partnerships, contact: nsaad@wikimedia.org

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Conclusion

Thank you for your attention

Did you learn something?