Operation Underground Railroad
Localization Crowdsourcing Proposal
ATTN: Tim Ballard, Founder & CEO

Executive Summary

This is a proposal for a pilot project to translate and localize content for Operation Underground Railroad (O.U.R.) through a crowdsourcing partnership with the Middlebury Institute of International Studies at Monterey (MIIS). This proposal covers our recommendations for a small-scale pilot project, with an overview of content to translate, internal and external resources, recruiting and motivation, costs and results, as well as some implications and improvements for future consideration. Please review the appendices for additional details as well as sample linguistic resources and proposed marketing events.

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Introduction

Through these proposed O.U.R. crowdsourcing localization efforts, we aim to raise international awareness and attract potential international donors and volunteers through high quality translation. To ensure successful implementation of future O.U.R. crowdsourcing efforts, we recommend that a pilot project be conducted in Chinese (simplified) before launching crowdsourcing projects of larger scales in other languages.

Pilot Project Specifications

Word Count: 35,449 words + 2: 48 min video
Target Language: Simplified Chinese (zh-CN)
Please see Appendix A for more details.

What to Translate

The content for translation will vary from general website materials to subtitles for marketing videos, which will promote O.U.R's mission globally. Utilizing the diverse backgrounds of volunteer translators, the ultimate goal is to make high-quality translation of all of O.U.R materials.

The specific areas of contents to be translated for the pilot project are as follow:
- O.U.R Website
- Brochure (Information/promotion materials)
- Movie Trailer ("The Abolitionists")

Resources

See Appendix B for recommended external and internal resources for ensuring consistency, quality, and speed for the community translation of OUR content.

Recruiting

To ensure translation quality while keeping costs to a minimum, we recommend recruiting translation students as volunteers. As our target audience is Chinese, we highly recommend working with students at Middlebury Institute of International Studies at Monterey (MIIS) where translation training is provided for approx. 80 students of translation whose mother tongue is Chinese, many of whom have years of professional translation experience. See Appendix B for more details.

Motivational Tools
The community project manager should remain engaged to motivate the volunteer translators in the following ways:
- Be accessible

Project Manager should provide communication channels and create the rapport for translators to feel comfortable to come to him/her with questions and input.

- Acknowledgement

Volunteer translators spend their time and energy helping the organization; It is essential and rewarding for volunteers to feel that their work is appreciated.

Substantial rewards include: Letter/Certificate of Appreciation, online badge of accomplishment and souvenir with organization name on it, etc.

- Community Building

Having a sense of belonging builds community loyalty. We suggest:

(1) Host events. Whether it be an orientation or a fun get-together, not only is it an opportunity to get to know each other better, but also a good occasion to show them what they have accomplished.

(2) Setting up a webpage where volunteer translators can communicate with the organization as well as other translators and reviewers. It serves as a channel for conversation related to the project and organization.

Costs

During the pilot project, it is important to consider the costs involved in implementing the community translation effort. We estimate the total cost for the pilot project to be approx. $83,000.00. Please see Appendix C for cost breakdown.

Implications and Improvements

Aside from Chinese, we believe that it would then be beneficial to include various other languages in the future. In 2015, the U.S. State Department listed Russia, Algeria, and Venezuela, among others, as the worst for human trafficking. We believe that by expanding the efforts to include Russian, Spanish and Modern Standard Arabic, a larger audience will be reached.

The high initial costs for preparing the crowdsourcing project, the majority of which stemming from salary or license subscription fees, can be utilized most efficiently when coordinating these multiple translation projects so that they overlap and be completed simultaneously. These costs are expected to be offset by the increase in donations from the targeted audience in other territories.

In conclusion, we believe that O.U.R. would benefit greatly from pursuing our crowdsourcing translation technique. It will expand the potential donor base, thereby making it possible to continue future endeavors, not only in current territories, but also in those which were previously inaccessible.

Partnerships

Throughout the pilot project, we envision that potential local partnerships will come together, which will help attract additional funding. This is the added benefit of a crowdsourcing translation project compared to a traditional translation model. The following organizations would be suitable partners for the crowdsourcing effort:
- MIIS Student Council,
- Monterey Rape Crisis Center,
- Local LSPs,
- Other local businesses.

Appendix A - Estimated Word Count

	38,274	35,449	61,284
	Standard weighted* words	MateCat weighted words	Raw words
	13 work days at 3.000 w/day	12 work days at 3.000 w/day	21 work days at 3.000 w/day

MateCat lets you re-use repeated content better.
It leverages MyMemory, Professional Machine Translation and internal fuzzy matches to make you save money and have a faster turnaround. Find out more.
(*Weighted words is how the industry counts words after discounting repetitions and matches against a desktop translation memory, like any other CAT tool would.)

Analysis complete   Download Analysis Report

English US > Chinese Traditional   Split in 2 ▼ Jobs   ⤢ Split

	Payable	Total	New	Repetition	Internal Matches (75%-99%)	TM Partial (50%-74%)	TM Partial (75%-84%)	TM Partial (85%-94%)	TM Partial (95%-99%)	TM 100%	Public TM 100%	TM 100% in context	Machine Translation
Payable Rate Breakdown			100%	30%	60%	100%	60%	60%	60%	30%	30%	0%	90%
344486 File details (35)	35,449	61,284	0	32,126	0	0	0	107	271	0	530	0	28,250
⌐ read2.html	1,256	1,657	0	384	0	0	0	0	2	0	8	0	1,263
⌐ guestup[...]te.html	85	285	0	285	0	0	0	0	0	0	0	0	0
⌐ partnerships_partner[...]g-organizations.html	112	373	0	373	0	0	0	0	0	0	0	0	0
⌐ home.html	297	429	0	146	0	0	0	0	2	0	2	0	279
⌐ eventsm[...]ia.html	85	285	0	285	0	0	0	0	0	0	0	0	0
⌐ partnerships_chang[...]g-the-mindset.html	112	373	0	373	0	0	0	0	0	0	0	0	0
⌐ blog.html	586	920	0	396	0	0	0	4	2	0	4	0	514

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All internal pages:
https://ourrescue.org/
http://ourrescue.org/blog/
https://ourrescue.org/about
https://ourrescue.org/join-the-fight
https://ourrescue.org/stories
https://ourrescue.org/partnerships
https://ourrescue.org/events
https://ourrescue.org/contact
http://ourrescue.org/blog/emerging-from-the-shadows/
http://ourrescue.org/blog/operation-rhino-fist/
http://ourrescue.org/blog/aftercare-in-action/
http://ourrescue.org/blog/a-lullaby-story/
http://ourrescue.org/blog/reflections-of-2015/
https://ourrescue.org/faq
https://ourrescue.org/privacy
http://ourrescue.org/blog/category/operations/

Appendix B - Resources

External Resources

We recommend the following resources to ensure consistency, quality, and speed for the community translation of OUR content.

      a)   **Lingotek**

Lingotek is a subscription-based translation management system with crowdsourcing capabilities. Translators will be assigned tasks in the platform. Then, utilizing the termbase and style guide, translators will complete their assignments. Then an editor will proofread the translation before finalizing the task. The user interface will help to keep the project organized.

      b)   **Style guide for each target language**

A style guide allows for consistency in style across multiple translators, resulting in a smooth and professional translation. Volunteer translation managers will create these style guides, and we have included a sample style guide for use in the Chinese pilot project. See Appendix D.

      c)   **Termbase for each target language**

A termbase allows for consistency in terminology across multiple translators, creating a coherent and precise translation. Volunteer translation managers will create these termbases, and we have included a sample termbase for use in the Chinese pilot project. See Appendix E.

      d)   **Amara**

Amara is a free tool allows community translators to collaborate to subtitle OUR videos. This allows us to publish subtitled videos more quickly than traditional methods.

Furthermore, MIIS offers several resources for recruiting and motivating volunteers. For the pilot project, these resources include:

Faculty and staff of the Chinese Translation department

http://www.miis.edu/academics/programs/translationinterpretation/languages-offered/chinese

Social Media:

- Facebook MIIS students Group https://www.facebook.com/groups/MIISOfficialGroup/
- Facebook Chinese Students Association   https://www.facebook.com/groups/miiscsa/
- Facebook Taiwanese Students Association https://www.facebook.com/groups/miistsa/
- Wechat MIIS Chat Group

Internal (O.U.R.) Resources

To ensure that the community translation efforts are being directed according to the Organization's objectives, the pilot project will be led by a dedicated Project Manager from O.U.R. The Project Manager should have the following critical qualifications:

      1.   Community leadership experience,

      2.   Ability to recruit and motivate volunteers,

3. Ability to handle multiple projects,
4. Experience working with CAT tools
5. Translation PM experience.

The Project Manager acts as a bridge between O.U.R. and the volunteer community, to ensure that the project is being implemented according to the qualitative and quantitative goals defined by the Organization. The PM will be responsible for managing the pilot project for one language and should be assisted by an Intern to facilitate operational tasks.

The Project Manager's responsibilities include:
1. Coordinating the volunteer community,
2. Motivating the volunteers,
3. Leading projects based on priorities,deadlines and budget,
4. Organizing community building activities,
5. Training volunteer community on how to use Lingotek software.

Appendix C - Costs

The following chart presents the anticipated costs involved in implementing the pilot project[1]:

Crowdsourcing			
	Unit	Unit amount	Total
Project Manager Salary	Annual		$70,000.00
Software Licenses	Annual		$10,000.00
Event Marketing Budget	Annual		$3,000.00
Total	Annual		$83,000.00

Standard Translation			
	No of words	$/wo	Total
Translation	35449[2]	$0.15[3]	$5,317.35
Proofreading	35449	$0.05	$1,772.45
Project Management			$70,000.00
Software Licenses			$10,000.00
			$87,089.80

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[1] The chart reflects estimated costs based on the following assumptions:
1. Manager salary is based on industry average.
2. Software license fees are based on an industry average. Please note that this fee may be negotiable with the vendor.

[2] See Appendix 1 for estimated word count

[3] Based on standard rate for English to Chinese translation

Appendix D - Sample Style Guide (Chinese)

This Style Guide is only intended for translation of Simplified and Traditional Chinese (Region: China, Hong Kong, Taiwan, and Singapore). For different languages and locales, please refer to their own style guide.

- Message: Operation Underground Railroad is a mission to rescue children from sex-trafficking. The translators should assume that the primary goal of O.U.R materials are to raise the awareness and promote the organization's missions to the public and get support from them.
- Language: Clear and descriptive. Easy to understand and no jargon. Regionalism is not allowed.
- Tone: Serious, appealing, and informational. Encouraging people to help in the mission.
- Currency: all in USD → XX 美元
- Date Format: Short Date Format YYYY/MM/DD or YYYY/M/D

Example 2011 年 03 月 17 日 or 2011 年 3 月 17 日

(1) D is abbreviation for day, M is abbreviation for month

Y is abbreviation for year.

(2) Give 2 numbers of digits to both D and M; place a zero if it's a single digit. See example above.

	Original	Target
Date	February 21, 2016	2011 年 03 月 17 日

- Time Format: Use 12 hour clock format and place am/pm indicator in the front.

	Original	Target
Time	6:00 - 7:30 pm	下午6:00 - 7:30

- Day Format: Please use the text provided below.

Original	Target
Monday	星期一
Tuesday	星期二
Wednesday	星期三
Thursday	星期四
Friday	星期五
Saturday	星期六
Sunday	星期日

- Font Style
  Font Type : 細明體
  Title: font 14, bold,
  Subtitles: font 13, bold
  Text: font 12, justified
  Names of persons, places: font 14 bold

- Units of measurement: If it's not converted in the source, don't convert.

Appendix E - Sample Termbase

EN-US	ZH-CN
EN-US	**ZH-CN**
donate	捐助
doner	捐助人
rescued	救援
arrested	逮捕
support	支持
the Abolitionist	《废奴者》
volunteer	志愿者
sex slavery	性贩运
Homeland Security Investigations (HSI)	美国国土安全调查局
trafficker	奴隶贩子
victim	受害者
aftercare	安置
mission	任务
team	团队
perpetrator	作恶者
captor	绑匪
operation	救援行动
O.U.R.	秘密救援
the kidnapped	肉票

Quality Assurance in Community Localization

Proposal for Operation Underground Railroad Community Website Localization Project

Background and Objectives
Although community translation may seem like a simple solution, as with any project, it requires meticulous planning to ensure that resources are properly allocated to meet the defined qualitative and quantitative objectives. This proposal focuses on the steps that need to be taken to guarantee quality and avoid the common pitfalls of community translation. By harnessing the power of the crowd, Operation Underground Railroad (Client) will reach its global audience at a reduced cost and turnaround time, at the same time establishing a long-lasting presence by engaging its community in a meaningful way.

Overview
There are various steps that need to be taken **before, during and after** the translation process in order to guarantee quality. Let's discuss the recommended steps for the community translation of the Client's website.

1. Before

The following steps outline best practices that can be implemented before the start of the translation project.

a) Team

It is highly recommended that the community translation project have a Community Manager and/or a Translation Project Manager. In the beginning stages of the project, these functions can be carried out by a single staff member who has the following core qualifications:
- Experience leading volunteer groups,
- Translation and localization project or program management experience,
- Website localization experience.

b) Define quality

This step will serve as a benchmark for volunteer recruitment. Given that the website content is highly sensitive, the Client should strive for high quality translation, which entails recruiting a team of qualified volunteer translators. This will guarantee that the final product corresponds to cultural and ethical norms.

c) Content prioritization

In order to optimize the translation process, the Client should first start with the high impact content. The following webpages should be given priority, as they have the greatest impact on the organization's activities:
- Join the Fight
  - Donate,
  - Volunteer,
  - Shop.
- About us
  - O.U.R Promise,
  - Stories.

d) Volunteer Recruitment & Testing

Although volunteer recruitment is a separate stage in the community translation project, it also ties into quality assurance. It is thus recommended that the project leaders consider recruiting volunteer translators through professional translation schools. Students at translation schools have the necessary qualifications, but also the motivation to work on a highly sensitive community localization project. In addition, recruiting volunteers from professional schools eliminates the need for intensive testing.

e) Training

The project leaders are encouraged to work with a translation project management professional to create a *Translation Style Guide*. This document will provide guidelines to the volunteer translators on the following key areas:

- Preferred tone of voice used in translation/ transcreation
- Formatting
- Adaptation

The style guide should be a brief document that gives the translators a general understanding of expectations, thus assuring consistency.

f) Collaboration Platform

The community localization project should be conducted on a translation collaboration platform where translators can have access to discussion forums, built-in translation tools and other helpful features. Lingotek's collaborative translation environment is an example of a tool that can help accomplish these objectives.

2. During

a) Translation Memory and Glossaries

It is essential that the selected Translation Collaboration Platform have *Translation Memory* capabilities. Translation Memory will assure consistency and leverage already translated content. The platform should also house Term Bases (glossaries), which should be updated throughout the translation process.

b) Black listed words

It is recommended that the project leaders work with trusted translators to come up with a list of flagged words in each target language to prevent malicious content.

c) Voting

The collaboration platform should also provide the option for translators to vote/ endorse translation contributions made by other users. This will raise the quality of the translation and volunteer engagement. See *Screenshot 1* for example of Lingotek Translation Management System (TMS).

d) Motivation

In order to retain talent, the Community Manager should actively monitor volunteer translator contribution. On the one hand, this information should be used to motivate and reward top contributors, on the other hand it can also help recruit Community Leaders (top contributors or trusted translators) who can help the primary Community Manager. For this purpose, most collaboration platforms (or Translation Management Systems) have a *Leaderboard*, which displays the main statistics.
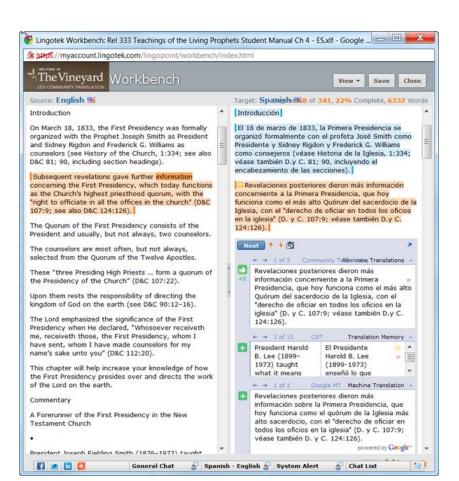
3. After

a) Review

If the translators are not working into their native languages, it is recommended that native speakers of the target language review the translated content. If there is a lack of native-level contributors in the target language, then peer translators should validate the translation through voting.

b) Recruit Community Leaders

As the volunteer base expands, the Client should continue motivating top contributors who can be promoted to Community Leaders. This approach serves a dual purpose:

1) Recognize and reward top contributors,
2) Leverage their expertise and influence to recruit more qualified translators.

Screenshot 1 – Lingotek Workbench. Demonstrates translation and voting.

Event Marketing for Community Translation

Proposal for Operation Underground Railroad Community Website Localization Project

Background and Objectives

Event marketing is one of the most effective tools for attracting talent and building a community that will be actively involved in localizing Operation Under Ground Railroad's (Client) website. This proposal presents recommendations for implementing a successful volunteer recruitment event called *Translation Jam*.

Overview

There are several questions that need to be answered to create an effective marketing campaign, including:

1. Who is the target market?
2. What are the goals?
3. What are we going to do to attract the target market and meet the goals?
4. What worked well in our campaign? What can be done differently?

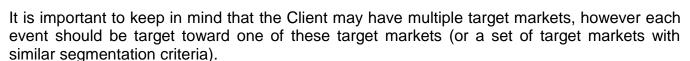Let's look at each of these questions separately.

1. Target Market

Given the specific quality criteria defined in the Quality Assurance Proposal, it is recommended that the Client organize events targeted toward recruiting students from professional translation schools. As an example, this proposal focuses on organizing a Translation Jam at the Middlebury Institute of International Studies at Monterey (MIIS).

Who?

MIIS Students. Including Translation, Localization and Interpretation (TILM) students with the following languages:

- German
- French
- Russian
- Korean
- Japanese
- Chinese
- Portuguese

It is important to keep in mind that the Client may have multiple target markets, however each event should be target toward one of these target markets (or a set of target markets with similar segmentation criteria).

2. Goals

The event should meet the following objectives with the ultimate goal of recruiting volunteers:

1. Gauge the level of interest among MIIS TILM students.
2. Raise awareness about the initiative and importance of translating the website.
3. Create an engaging and meaningful environment for students.
4. Position the volunteer project as a professional development opportunity.

3. Event Description

The Client will organize a Translation Jam. The event will be comprised of 2 parts: information session and translation contest.

a) Information Session

The Founder and the Director of Events will give a talk about how the initiative was founded. The information session should include impactful videos from sting operations to give the students an understanding of the initiative and captivate the audience.

b) Translation Contest

The volunteers will be given beginner-level segments from the website to translate. Below are some recommendations for content that can be used for the contest:

- **Home page** – the content of this page is simple and the participants can immediately see the results of their work displayed on the first page.
- **Recent rescues** and other pages related to the Client's operations – this is engaging content that will showcase the importance of the organization's activities.

The participants will translate in the Client's translation management system (once selected) by creating a guest account.

The winner of the contest will be selected based on the number of contributed translations. The winner will receive O.U.R. branded T-shirt (or other giveaway).

Where?	MIIS Campus
When?	12:30 – 1:30 pm on a weekday
Registration	Zócalo (Event registration tracking system used by MIIS)
Promotion channels	- Work in collaboration with the Center for Advising and Career Services (CACS) to spread the word and organize logistics. - Publish the event promotional poster and supporting information on the MIIS Events page, MIIS newsletter and circulate on announcement screens. - Promote event through MIIS faculty and Social Media. - Position the volunteer activity as a professional development opportunity with the possibility of becoming a community leader/ project manager.

4. Post-event evaluation & follow-up

To assure that the campaign is running successfully, it is important to take into account the following metrics:

1. **Attendance rate** – number of attendees divided by the number of RSVPs
2. **Engagement** – number of attendees that signed up to be a volunteer translator after the event. This metric should also be expressed in relative terms by comparing to the total number of attendees.
3. **Contribution** – number of registrants that actually became volunteer translators. This metric should also be expressed in relative terms compared to the number of volunteers engaged.

In addition to measure success, the event should be followed by a survey sent out to participants to obtain feedback about the Translation Jam. The following questions will help reveal how useful the information session was to the participants:

Event Marketing Proposal for Operation Underground Railroad

1. On a scale of 1 to 5 how useful did you find this event?
2. Based on the information provided during the event, would you consider becoming a volunteer translator?
3. What would you suggest be done differently in the future to make this more engaging?
4. Would you recommend this initiative to a friend?

The students that RSVP'd but did not attend should be sent a survey with the following questions:

1. What is the main reason you were not able to attend the event?
    a. Time
    b. Location
    c. Other. Please specify:
2. [If answer to Q1 is a] What days/ times work best for you? Please select from the following:
    a. Option 1
    b. Option 2
    c. Etc.
3. [If answer to Q2 is b] Please recommend a location that works best for you: