

Impact strategy and tools

Wikimedia France

— Wikimedia France

January 2019

agence**phare**

REPORT PRODUCED BY AGENCE PHARE

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Summary

Wikimedia France is an association whose objective is to support the production and circulation of free and open knowledge. Among other things, it supports the work of communities of contributors and volunteers involved in Wikipedia.

Although the Wikimedia association regularly collect data for the production of reports concerning the performance of its activities and the number of people affected, the association's impact is insufficiently assessed.

Far from viewing the assessment as a means of control, the Wikimedia association's interest in the impact assessment is threefold: to aid brainstorming in the association concerning its beneficiaries and values, to be able to better manage its activities and to improve support for members and volunteers.

With this in mind, Wikimedia France requested assistance from Agence Phare to help it achieve three key objectives: clarifying the association's impact objectives, stabilising the key indicators and finally jointly creating suitably adapted data collection tools.

This document entitled "Impact strategy and tools" summarises the main stages in the support process which took place between September and December 2018, and presents the various Wikimedia France impact management tools created during this support process.

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1.

Introduction

The Wikipedia community exists thanks to the efforts of hundreds of thousands of contributors working to produce this type of knowledge, and proposes more than 21 million articles¹. As a result, a resource like Wikimedia Commons hosts more than 10 million files.

Since 2010, the Wikimedia France association has worked to support the efforts of communities involved in the production and circulation of free and open knowledge, particularly via numerous online resources (Wikimedia Commons, Wiktionary, Wikiquote, etc.).

This first chapter explains the benefits for Wikimedia France of better assessing the effects of the numerous activities and initiatives it implements aimed at the general public, educational audiences and the community's volunteers, either directly by its own means or by supporting the activities of the volunteers in question.

¹ Ibid. Figures from 2012, Wikimedia France, "Les atouts de la connaissance libre" (The power of free knowledge),

1.1. PRESENTATION OF THE ASSOCIATION

Ever since Wikipedia was created, numerous communities have been working to expand free and open knowledge, in the face of efforts to make knowledge in all its forms proprietary.

Although a number of debates are currently ongoing concerning the way in which free and open knowledge should be defined, particularly within the Wikipedia communities, this commitment can generally be defined as follows:

"The mission of the community for free knowledge is to create and share information resources and cultural works, ensuring full compliance with the laws concerning copyright [and royalties]. By making their work available free of charge, its creators guarantee five freedoms: the freedom to use, the freedom to study, the freedom to copy, the freedom to redistribute and the freedom to improve the works in question"².

In this context, the Wikimedia France association works to support and facilitate the efforts of these communities, and to raise awareness of their work and output among the general public. The movement's key methods include online collaboration and sharing but also local groups.

1.2. WIKIMEDIA FRANCE'S STRATEGY

The Wikimedia foundation includes an international network of associations known as "chapters". They work to support the different national communities and language versions of Wikipedia.

In accordance with the Wikimedia Foundation's international strategic documents, Wikimedia France's strategy is based on three themes³:

- **Theme 1:** Increasing the quality and the quantity of the knowledge presented in Wikimedia projects by supporting projects to open up and circulate data and content.
- **Theme 2:** Ensuring that human, cultural and social diversity are fairly represented by supporting participation by minorities.
- **Theme 3:** Working to change practices in public or private organisations to support the free sharing of knowledge.

This strategy is deployed via several operational objectives and several types of actions (awareness building activities, Editathon, etc.) deployed across the whole country and throughout the French-speaking world.

² Wikimedia France, "Les atouts de la connaissance libre", translated from Geoff Brigham's article "The power of free knowledge", published on 29 March 2012. Available on the website of Wikimedia France:

³ Wikimedia, 2016-2017 activity report.

1.3. UNDERSTANDING THE DESIRED CHANGES

INSET 1

The definition of the impact

Here, we define the impact as being all possible changes brought about by an organisation's activities. These changes may concern individuals (living and working conditions, including access to culture, education, health and employment), or other organisations, regions, or sectors of the economy.

The indicators may be described as the "proof" of certain impacts and the data collected as the "clues" making it possible to establish the indicators. In other words, when organisations are able to collect data to establish indicators, they can then demonstrate their impact.



Wikimedia France has noted that numerous indicators are used to produce the assessment reports, but these only concern certain activities performed by the association and the volunteers. For this reason, several challenges have been identified:

- The difficulty of knowing if and how Wikimedia generally contributes to changes to promote free and open knowledge;
- Acting in a transparent manner vis-a-vis the association's volunteers and more generally the communities organised around Wikipedia;
- Being able to construct a coherent, visible and clear narrative concerning the association's impact vis-a-vis the general public, its partners and volunteers.

To meet these different challenges, Wikimedia France has asked Agence Phare to assist it with the creation of a strategy and a methodology for assessing Wikimedia's impact.

1.4. TOWARDS AN IMPACT STRATEGY

Agence Phare provides assistance with impact assessments for a wide variety of stakeholders (associations, social enterprises, local authorities, etc.), based on three firm convictions:

- That assessment isn't just a tool for understanding the results of actions and activities, but also a tool for defining the "why" and the "for whom" aspects of a collective project;
- That the co-construction of assessment tools and indicators is vital when it comes to introducing an approach which is both relevant and coherent with the association's values;
- That increasing the associations' skills and autonomy in this area is vital to their development and their long-term future.

The support is therefore intended to clarify the expected impact (the transformations brought about on the audiences and partners), the indicators making it possible to demonstrate these impacts (the proof of these impacts) and the means and resources deployed by the association to achieve this. To conclude, a summary table will show how the identified impacts can be broken down according to the three strategic themes of Wikimedia France's strategy and how they interface with the resources and expected objectives.

2.

The definition of an impact strategy

The first phase of the support process made it possible to identify the fact **that the Wikimedia France association is aiming for at least four separate impacts.**

Discussions concerning the impacts made it possible to identify the actions and the audiences targeted by the Wikimedia France association, i.e. the perimeter of the impact assessment. The workshops made it possible to highlight the following impacts concerning free and open knowledge:

- Access and contributions by the general public;
- The general public's and the contributors' commitment to the values of free and open knowledge;
- Bringing about changes in the professional practices of stakeholders in the fields of culture, education and heritage, with the aim of promoting free and open knowledge;
- And finally the production and dissemination of free and open knowledge..

Each of these impacts can be broken down into several indicators.

2.1. INTRODUCTION AND CHALLENGES

During the support process, Agence Phare held several exploratory discussions to better understand the association's specific circumstances and characteristics (2.1.1). We then organised and managed several co-construction workshops to clarify the association's target audiences and the actions to be assessed (2.2.2).

2.1.1. Initial meetings and observations

Agence Phare began by organising three group meetings (with the team, with the volunteers and with a partner) in order to better understand: the association's objectives; the indicators identified in order to assess the association's actions; the types of data collected and the obstacles encountered when collecting this data.

We also sought to better understand the motivations and the factors influencing the commitment of volunteers in Wikimedia France and the various representations and perceptions of assessment as an operational challenge and a means of hearing the members' views. On the assessment side, there were three main findings:

- **The association chiefly performs an assessment of its activities** by preparing indicators and presenting data concerning the number of people and partners reached in addition to the number and type of articles or items (photographs) produced on Wikimedia.
- **Some indicators are rarely used** when in fact they could significantly highlight the impact of the Wikimedia France association: for example, the stream of people accessing cultural sites via arrangements and partnerships established by Wikimedia between these sites and Wikipedia.
- **Data is collected based on a sector-specific logic** which makes a distinction between activities aimed at professionals in the national education system, actions aimed at professionals in the heritage sector, actions aimed at the general public and volunteers or communication and fundraising activities.

To overcome these operational constraints, Agence Phare proposed a methodology based on three major questions: Who are Wikimedia's priority audiences? What are the types of actions being implemented?? What are the expected effects of these actions on these audiences?

2.1.2. Objectives of workshops #1 and #2

Agence Phare then organised several workshops to examine the question of the desired impacts in greater detail with Wikimedia, in addition to the manner in which certain data can or cannot be collected to demonstrate these impacts. The workshops involved much of the salaried team and a volunteer from the association.

The workshops were organised based on a bottom-up approach. The idea was that Agence Phare should not be putting forward its own vision of the association, but that the stakeholders of the association on a daily basis should be able to define their impact strategy.

- **Jointly building a more concise and cross-sectoral vision** of the target audiences and of the actions deployed and requiring evaluation by means of an impact assessment;
- **Encouraging debate concerning meaningful indicators and the emergence of a consensus between the participants** concerning the formulation of impacts and their transformation into indicators, by helping the team to prioritise those indicators considered most meaningful in relation to the association's values and objectives.
- **Identifying data collection tools and the way these tools should be used**, taking account of the potentially time-consuming nature of certain tasks.

As much time as possible was therefore devoted to participation and to debating ideas during the workshops, with the goal of obtaining and comparing different viewpoints and building a shared vision of the matter. Where relevant, Agence Phare was able to contribute and share some input concerning the definition (of the concept) or the way to use the data collection tools.

2.2.ASSESSMENT PERIMETER

The objective of the first workshop was to create an assessment perimeter by means of an activity suitably adapted for this purpose. Among other things this meant clarifying the types of actions implemented by Wikimedia France and the types of audiences targeted by these actions.

2.2.1. Clarifying actions

During the workshop, it was decided to separate and regroup all of Wikimedia's actions into four major categories:

- Awareness-building activities intended to help the general public discover the world of Wikipedia (the Wikiconcours lycéen - *high school wiki-competition*);
- Actions aimed at training the general public to write articles, to enable them to become regular contributors (WikiMOOC);
- Actions aimed at co-producing content with the general public (Wiki Loves Monuments, Wiki Loves Earth, etc.);
- Actions to make use of certain content produced by institutions (the creation of GLAM partnerships).

It was noted that certain actions may have several aspects at the same time and that consequently they may straddle these categories (for example, the objectives of the WikiMOOC include both awareness building and co-production) and it was also acknowledged that each of these types of actions may have different effects according to the audiences concerned.

2.2.2. Audience stabilisation

During this workshop, it was firstly decided by all participants in the workshop to come up with a common view of the target audiences, and in particular:

- To group some of these audiences together (school pupils, high school pupils and women) in the "General Public" category while at the same time pointing out that the number and types of such audiences may be assessed by specific indicators in order to understand to what extent Wikimedia is focusing its activities on certain values (diversity, etc).
- To group all of the professionals targeted by Wikimedia France in the same category (professionals in the cultural sector, the national education system, the heritage sector but also potentially company managers) while also pointing out at the same time that the number of professionals in a specific sector may be covered by a specially adapted indicator.

Organising this audience typology in this way offers two benefits: the Wikimedia association can review its impact on the general public from a universal standpoint, while at the same time paying particular attention to specific audiences (young people, women, etc.). Secondly, the association avoids considering its impact on a sector-specific basis

2.2.3. Building a common perimeter

Following on from the initial discussions, the participants were able to list all of the actions deployed and the audiences targeted in a single operational table, allowing for a concrete consideration of Wikimedia France's impact.

Table 1: Wikimedia France's actions and audiences

ACTIONS/AUDIENCES	GENERAL PUBLIC (WOMEN, HIGH SCHOOLERS, ETC.)	PROFESSIONALS	VOLUNTEERS
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Awareness building activities (conferences, photo competitions)			
Training activities (training for professionals)			
Co-production activities (editathon, workshops)			
Actions to raise the organisation's profile (advocacy activities, conferences)			

This workshop was a key stage in the support process as it made it possible to come to a stable and common understanding of the "perimeter" of the impact assessment for the whole salaried team involved in the collection of data.

What's more, during the subsequent workshops it made it possible to consider the "desired" effects or the effects "already observed" and to analyse each of the activities for each of the audiences, in addition to the way in which these effects relate to impacts and specific indicators.

2.3.OVERVIEW OF IMPACTS AND INDICATORS

Using the previous table, during the following workshops Agence Phare was able to suggest a theme for discussion to Wikimedia, which involved grouping the effects identified by the workshop's participants into different impacts, thereby clarifying which objectives concerning changes in society Wikimedia's contributors are seeking to bring about. This part of the document proposes a definition of each of the target impacts.

2.3.1. Impact 1: Access and contribution to free and open knowledge for all

Overall findings: Wikimedia France is an association which does not seek to facilitate access for the general public to digital technology or else only to educate people in digital technology like many associations involved in the themes of the digital divide and digital inclusiveness⁴. Although these objectives are important and legitimate factors when it comes to reducing the digital divide, Wikimedia France is chiefly involved with people who are already familiar with the basics when it comes to using digital technology.

Generic definition: the association seeks to boost peoples' capacity not only to be "consumers" of digital technology and more precisely of online knowledge, but to operate more as "stakeholders" and "actors" where this knowledge is concerned. In other words, it works to ensure that people can produce free and open content, that they can share it with as many people as possible and that they can view content which is not free, not open and not sourced with a critical eye. Its work is close to the theories of digital emancipation and digital freedom of action.

2.3.2. Impact 2: Commitment to promoting the values of free and open knowledge

Overall findings: The Wikimedia association is part of a movement which promotes the values of a free and open digital environment. Although the association does not necessarily seek to adopt a particular position

⁴ Granjon, F, "Inégalités numériques et reconnaissance sociale. Des usages populaires de l'information connectée", *Les cahiers du numérique*, vol.5, 2009, pp.19-44.

concerning social themes or subjects as it seeks to contribute to the production of "neutral" content, it does however seek to promote values such as sharing and collaboration. Accordingly, it does not only seek to facilitate peoples' access to free and open knowledge, but also to boost peoples' involvement in these areas.

Generic definition: To a higher degree than simply facilitating contribution to articles, Wikimedia seeks to encourage people to get involved in activities aimed at protecting the values of free and open knowledge. The association works to ensure that people are able to learn more about the values advocated by the movement and that they can get involved in a practical way (through donations, the organisation of workshops or participation in local groups).

2.3.3. Impact 3: Changing the way professionals and institutions work

Overall findings: Some of the actions put forward by Wikimedia France are aimed at professionals working in various institutions (the national archives, and the national education system for example). They may be largely unaware of the potential offered by open digital practices, may not consider Wikipedia as a reliable and relevant source of information or may find themselves facing obstacles from their managers when it comes to developing projects aimed at producing and circulating open knowledge.

Generic definition: The association is seeking to raise awareness of the importance of free and open knowledge within the institutions and to change the way professionals operate, to encourage them to adopt practices which help make this a reality. In other words, through these actions the association seeks to raise the profile of Wikipedia as a reliable resource, which can be used within an educational syllabus or which can make it possible to better circulate the resources of cultural or heritage-related institutions to a wider audience.

2.3.4. Impact 4: The production and circulation of free and open knowledge

Overall findings: Although a large part of the contributions to the wiki projects are not directly related to Wikimedia France, but instead result from contributors who organise themselves via online communities, the association nevertheless promotes actions aimed at encouraging and highlighting the production of high quality free and open knowledge (the neutrality of articles, the *sourcing* of information, etc.).

Generic definition: The association seeks to encourage the production and circulation of free and open knowledge. It seeks first and foremost to encourage the diversity and quality of the content produced (particularly for digital minorities) and to facilitate access for the general public to content held by cultural institutions.

2.3.5. Conclusion: impacts not explored in great detail

It should be noted that two impacts raised during the workshops were not explored in great detail:

- Advocacy work regarding public policy;
- Respect for contributors' freedom of expression (when the association refuses to give in to outside pressure concerning the content of certain articles, on condition that these articles comply with Wikipedia's values).

2.4. TABLE OF IMPACTS AND INDICATORS (EXPLORATORY VERSION)

This table shows the 4 impacts identified during the workshops and the list of indicators (proof of impact) for each audience. The indicators have been prioritized based on the votes of the participants in the workshops.

Table 2: Overview of the potential social impacts of Wikimedia France

IMPACTS	GENERAL PUBLIC (YOUNG PEOPLE, WOMEN, ETC.)	PROFESSIONALS	VOLUNTEERS
<i>Access and contribution to free and open knowledge</i>	<ul style="list-style-type: none"> • Number of people reached by actions, workshops or training courses • Number of women and young people reached • Feel able to improve / to contribute an article on Wikipedia [7] • Willing to participate in new Wikimedia workshops [4] • Learn more about the Wikimedia association and its objectives [2] • Have actually contributed to the drafting of a Wikipedia article following an activity [2] • Awareness of the consequences of his/her digital choices [1] • Questions the origin of online articles (looks at the sources) • Number of accounts created following a workshop 	<ul style="list-style-type: none"> • Number of people reached by actions, workshops or training courses • Sees Wikipedia as a reliable source of information (reassuring, overcoming prejudices) [2] • Learn more about the Wikimedia association and its objectives [1] • Awareness of free licenses [1] <ul style="list-style-type: none"> • Greater awareness of opportunities/benefits offered by partnerships • Satisfaction with the partnerships with Wikimedia 	<ul style="list-style-type: none"> • Awareness of how to contribute to articles on Wikimedia [1] • Learn more about the Wikimedia association and its objectives [2]
<i>Commitment to promoting the values of free and open knowledge</i>	<ul style="list-style-type: none"> • Awareness of Wikimedia's values (the right to information, free access to knowledge, free sharing) [4] • Talking about Wikimedia projects to other people • Donating to the association [2] • Contributing time to the community (the idea of giving something back) [1] • Frequently contributing to Wikimedia [1] • Awareness of the rules for using contributions to Wikipedia 	<ul style="list-style-type: none"> • Awareness of Wikimedia's values (the right to information, free access to knowledge, free sharing) [4] • Involving other professionals within or outside the organisation [2] • Talking about Wikimedia projects to other people [1] <ul style="list-style-type: none"> • Number of projects created • Number of participants 	<ul style="list-style-type: none"> • Number of people involved in the organisation of actions, workshops or training • Awareness of Wikimedia's values (the right to information, free access to knowledge, free sharing) [4] <ul style="list-style-type: none"> • Number of people joining [3] • Talking about Wikimedia projects to other people [1] <ul style="list-style-type: none"> • Participating in local actions • Greater awareness of the movement internationally • Use of free licences in personal

			activities
			<ul style="list-style-type: none"> Size of the community
<p><i>Changing the way professionals and institutions work (in the educational and heritage sectors).</i></p>		<ul style="list-style-type: none"> Working with Wikimedia is included in the job description [5] Adoption of free licenses as part of their professional activities [4] Use of Wikimedia as an educational resource (In the classroom for example) [3] Willing to renew the partnership with Wikimedia [2] Use of Wikimedia as a bibliographical source [2] Referencing the archiving work [2] Opening up the institution's data [1] Talking about the partnership to other institutions <ul style="list-style-type: none"> The institutions' autonomy 	
<p><i>Supporting the production and circulation of free and open knowledge</i></p>	<ul style="list-style-type: none"> Increasing the diversity of the subjects [5]: number of articles on minority subjects produced during Wikimedia actions (women, languages, heritage features, towns and regions). 	<ul style="list-style-type: none"> Improving the quality of the articles [3] Increasing traffic to partners [2] Increasing the number of articles [1] <ul style="list-style-type: none"> NO. articles/byte 	

3.

DATA COLLECTION TOOLS

The second and third phases of the support process made it possible to stabilise the overview of impacts and indicators we previously presented, but above all to build **several suitably adapted data collection tools** for each of the impacts and target audiences.

For each of the previously identified audiences of the Wikimedia France association, Agence Phare proposed creating several data collection tools.

- For the general public (3.1)
 - A questionnaire
 - A "volunteer" management chart to identify the number of volunteers reached
- For the professionals (3.2)
 - A questionnaire
 - An interview guide to examine the lessons from the partnerships in more depth
- For the volunteers (3.3)
 - Questionnaire
 - Online data

Each of these tools makes it possible to collect data to feed the indicators and therefore to demonstrate the previously identified impacts.

It was also specified which data the Wikimedia France association may reasonably collect directly online via the various existing tools.

3.1. THE "GENERAL PUBLIC" QUESTIONNAIRE

The assessment of Wikimedia's impact on the general public may meet several objectives (3.2.1). During the workshops, we clarified the methods, audiences and timescale for the collection of data from the general public (3.2.2). We propose a number of recommendations concerning this particular point (3.2.3).

3.1.1. Objectives

It was decided to question participants in Wikimedia actions regarding two aspects:

- Impact 1: Access and contribution to free and open knowledge
- Impact 2: Commitment to promoting the values of free and open knowledge

To achieve this, although the interviews provide feedback which is highly qualitative, the advantage of creating a questionnaire is to be able to consult a large number of people and to be able to "objectify" the data obtained.

3.1.2. Target audience

To gather data from the general public reached by Wikimedia's actions, it was proposed that a short multiple-choice questionnaire should be designed and circulated. Two possible collection solutions were identified, which include different audiences, methods and timescales for data collection:

Table 3 - The two solutions for collecting data from the general public

TARGET AUDIENCE (WHO?)	PARTICIPANTS IN WORKSHOPS ORGANISED BY VOLUNTEERS (FOR EXAMPLE EDITHATON)	PARTICIPANTS IN THE WIKIMOOC
<i>Types of target actions</i>	<ul style="list-style-type: none"> • Actions which are micro financed and actions considered strategic by the movement (e.g.: lingua libre) 	<ul style="list-style-type: none"> • The WikiMooC
<i>Data collection method</i>	<ul style="list-style-type: none"> • Gathering of email addresses of those willing to supply them by the volunteers at the end of the workshop • Emailing the forms to the identified participants at T+ approximately 3 months 	<ul style="list-style-type: none"> • Framaforms link to the form on the WikiMooC home page according to the progress made by the user on the platform
<i>Timescale (When?)</i>	<ul style="list-style-type: none"> • Continuously, based on the workshops • Annual compilation and analysis of the data 	<ul style="list-style-type: none"> • Continuously, with the form accessible according to the state of progress of participants in the MOOC • Annual compilation and analysis of the data

3.1.3. Recommendations concerning circulation

The data can be collected after the workshops or after the WikiMOOC. Each of these two options has its advantages and disadvantages. The collection of data by volunteers following workshops organised with the general public can take two forms.

- To gather data from the workshops, it was proposed that volunteers for micro financed activities could complete a mini management chart at the end of each activity. This was also requested by some volunteers themselves, who noted the existence of "*disparities between volunteers who know how to produce overviews and volunteers who don't necessarily have the resources or the time to do so*"⁵.

- The creation of this mini management chart could then enable the volunteers to record the number of participants, the number of contributions, and possibly collect the email addresses of the participants with a view to sending them a questionnaire after the workshops. A management chart template is proposed in the appendices

However, we do not feel that the collection of data via volunteers could immediately be operational for two main reasons: the volunteers have not yet been associated with the impact assessment planning process, and involving them directly in the collection of data may be seen as a top-down initiative and one which is not particularly motivating. Next, up until now the volunteers have not been particularly well equipped to collect data and the location of the online tools has not yet been clarified internally.

Additionally, the option of gathering data from participants in actions which have been financed through micro financing also faces a number of obstacles:

- The **gathering of participants' email addresses**: it is possible that some participants may refuse or forget to give their email addresses when participating in workshops or actions;
- **Managing a database for the purpose of sending out emails and forms**: Sending out emails at T+3 requires the existence of a database which must be regularly updated and a suitable schedule making it possible to track the sending of mailshots. Such tasks can be tedious.
- The **risk of a low response rate from participants**, although they agreed to provide their email addresses during these actions, the fact that participants supply their email addresses does not mean that they are guaranteed to reply, particularly three or six months after the actions in question.

Consequently, we believe that it is initially preferable to test the questionnaire solution with users of the Wikimooc, who have been involved in an action for a certain amount of time and directly entered their email addresses online. It is then possible to extend the perimeter for the impact assessment to other audiences involved in other actions, if it looks as though the teams can manage the additional work.

3.2.THE QUESTIONNAIRE AND INTERVIEW GUIDE FOR "PROFESSIONALS"

The workshops made it possible to specify the objectives for the collection of data from professionals (3.1), and to define several circulation methods, audiences and timescales for collecting data from professionals in partnership with Wikimedia (3.2.2). We propose a number of recommendations concerning this particular point (3.2.3).

3.2.1. The objectives

To better understand Wikimedia's impacts on professionals in the education and heritage sectors and more generally the cultural sector, and to assess changes in their practices and those of the institutions in which they work, it was decided to ask questions concerning two aspects:

- Impact 2: Commitment to promoting the values of free and open knowledge
- Impact 3: Changing the way professionals and institutions work (in the educational and heritage sectors).

The benefit of designing and implementing a questionnaire with professionals working in Wikimedia's partner institutions is the ability to consult a large number of people and to be able to "objectify" the data obtained. However, some salaried staff also wanted to be able to use an interview guide from time to time in order to obtain more qualitative data. Performing interviews with professionals in partner institutions provides particularly qualitative feedback concerning any obstacles in setting up projects.

3.2.2. Audiences

In order to gather data from professionals, during the workshops it was proposed that two types of tools should be introduced: the provision of an online form for two types of professionals (national education and heritage, as specified in the table) and semi-structured interviews (with open-ended questions).

Table 4 - The same data collection tool for all professionals

TARGET AUDIENCE (WHO?)	PROFESSIONALS IN THE NATIONAL EDUCATION SECTOR	PROFESSIONALS IN THE HERITAGE AND CULTURAL SECTOR
<i>Estimated number of people</i>	<ul style="list-style-type: none"> • Around a hundred 	<ul style="list-style-type: none"> • Around ten
<i>Types of target actions</i>	<ul style="list-style-type: none"> • WikiConcours Lycéen (high school wiki-competition) • Awareness building and/or training activities aimed at teaching staff 	<ul style="list-style-type: none"> • GLAM partnerships (galleries, libraries, archives, museums)
<i>Data collection method</i>	<ul style="list-style-type: none"> • Online form to be emailed to teachers • Semi-structured interview with partners considered as strategic 	<ul style="list-style-type: none"> • Online form to be sent to the partners • Semi-structured interview with partners considered as strategic
<i>Timescale for the circulation of these tools (When?)</i>	<ul style="list-style-type: none"> • Each year in May and June 	<ul style="list-style-type: none"> • Each year

3.2.3. Recommendations

The circulation of the questionnaire to the various professionals reached by Wikimedia is relevant if the number of respondents is sufficient to analyse and compare the data. Although the number of professionals in the national education system is potentially sufficient, this is not the case with professionals in the heritage and cultural sectors.

For this reason, we recommend producing a common questionnaire for all professionals reached, asking the professionals to specify their area of activity in the questionnaire. The statistical analysis could then provide an "overview" of the professionals reached, while at the same time specifying trends specific to particular types of professionals.

The principle of the impact assessment and the circulation of the questionnaire can be confirmed at the time of the partnership agreements, which provides an argument for obtaining a satisfactory response rate. If the response rate is too low for the first year, it will be possible to organise the circulation of the questionnaire after the awareness building/training activities.

3.3.THE "CONTRIBUTORS" QUESTIONNAIRE

The workshops made it possible to specify the objectives for the collection of data from different types of Wikimedia contributors (3.4.1), and to define several circulation methods, audiences and timescales for collecting data from professionals in partnership with Wikimedia (3.4.2). We propose a number of recommendations concerning this particular point (3.4.3).

3.3.1. Data collection objectives

To better understand the impacts of Wikimedia on the contributors, but also on the volunteers and association members, it was decided to ask questions concerning two themes:

- Impact 1: Access and contribution to free and open knowledge
- Impact 2: Commitment to promoting the values of free and open knowledge

To achieve this, although the interviews provide feedback which is highly qualitative, the advantage of creating a questionnaire is to be able to consult a large number of people and to be able to "objectify" the data obtained. However, some salaried staff also wanted to be able to use an interview guide from time to time in order to obtain more qualitative data.

3.3.2. Audiences

To gather data from the association's volunteers, during the workshops it was suggested that we organise the circulation of a multiple-choice questionnaire. Three target audiences were identified with different channels:

Table 5 - The same tool and different data collection channels for contributors

TARGET AUDIENCE (WHO?)	CONTRIBUTORS	VOLUNTEER MEMBERS	ALL VOLUNTEERS
<i>Estimated number of people</i>	• Approx. 19,000 people	• 150 people	• 300 people
<i>Possible circulation methods</i>	• Framaforms form on the "Bistro"	• Paper questionnaire	• Paper questionnaire
<i>Circulation timescale</i>	• Ahead of the annual report for the Foundation	• When joining	• During the WikiConvention

3.3.3. Recommendations concerning circulation

Following discussions between the participants, it was decided not to try and collect data at the time people join but instead to focus efforts on all contributors and volunteers in the wider sense by collecting data ahead of the annual September report to the foundation and at the time of the Wikifoundation.

Additionally, in order to facilitate the collection of data, we initially recommend circulating the questionnaire only to participants in the WikiConvention, in paper form, to be placed in an urn. Several possible obstacles were nevertheless mentioned:

- The **WikiConvention is a French language event** and certain volunteers are not involved or are not members of Wikimedia France. To overcome this obstacle, it was proposed that respondents could be asked for their nationality in the questionnaire and then the results filtered if necessary;
- **The paper-based format** is time-consuming: the answers to the questions must be entered manually in a database. A scanner adapted to this type of task could speed up this process.

The circulation of the questionnaire during the WikiConvention was the subject of several discussions: it **was stressed that it is important to ensure that its circulation should not be perceived as a top-down affair, or even that it should be linked to one of the convention's creative events, enabling participants to give greater thought to the association's impact** (impact aperitif or contribution wall for example). **We also recommend asking a question concerning peoples' capacity to join and/or run local groups, and if Wikimedia's support in this area is sufficient, in order to improve the quality of network management throughout the year.**

3.4. THE COLLECTION OF DATA ONLINE

Here, we specify the objectives for collecting data online (3.5.1), the online data that it does not seem appropriate to collect, explaining the obstacles encountered (5.3.2), and finally the online data which we recommend collecting on an ongoing basis (5.3.3).

3.4.1. Data collection objectives

To better understand Wikimedia’s impacts on the production and circulation of free and open knowledge, the possibility of using online tools was discussed:

- In order to have a continuous supply of data
- To be able to provide information on quantified trends

Concerning the collection of data, it was stressed that it is not possible to modify the current Dashboard.

3.4.2. The online data to be excluded

Several types of data can currently be collected online:

- The number of articles with no sources is not necessarily of value to us: some articles are simply drafts which do not require sources while some articles do not need sources.
- The increase in the number of accounts created to assess changes in the level of contributors is not necessarily relevant due to the wide variety of factors which can influence this indicator (the estimated number of contributors currently stands at 18,000 people). Additionally, the creation of an account does not mean that the person is actively writing or modifying articles. The increase in the number of contributions per contributor, which reveals the persons’ degree of commitment, is too anecdotal.
- The increase in the number of articles on a specific theme: the categorisation of the articles is not uniform (labelling problem) > the use of pet.scan and of the search engine can be time-consuming and not particularly relevant.

3.4.3. Relevant online data

- The number of contributors receiving training who then went on to contribute articles and content.
- The number of articles containing content of historical and heritage-related value for certain partners (number of views, number of uses). However, a major obstacle was identified: some partners do not list their images in the GLAM category > to be included in the "Commons" category only for certain partners (including the national archives and the partnerships in Toulouse, Rennes and Grenoble).
- Web traffic from the Wikipedia website to the partners’ websites > details to be requested from the above-mentioned partners).

3.4.4. Recommendations

Table 6 - The different online data collection channels

INDICATOR	TYPES OF DATA TO BE COLLECTED	LOCATION
<i>The number of people reached via an event who go on to become contributors</i>	•	•
<i>The number of articles containing content with historical and heritage-related value</i>	<ul style="list-style-type: none"> • Number of times certain partners’ articles have been viewed • Number of times certain partners’ articles have been used • Number of times certain partners’ photos have been used 	• The “Commons” category
<i>Web traffic from the Wikipedia website to the partners’ websites</i>	<ul style="list-style-type: none"> • Number of people having accessed the sites via Wikipedia • Wikipedia’s ranking as a source of traffic for the partner 	• Partner questionnaire; optional question

4.

MANAGING THE STRATEGY

During the fourth phase of the support process, we considered **the implementation and management of the impact strategy**

To do so, we created **three directly deployable tools**: an organisation chart for each action; a scheduling calendar for the year 2019 and a template for presenting arguments concerning the impact.

4.1. INTRODUCTION AND CHALLENGES

Defining the management aspects of the impact assessment process is important in order to:

- Clarify which people are able to manage the assessment process, with which responsibilities and handling which tasks;
- Clarify the data collection calendar in relation to the association's key dates (fundraising; preparations for the annual general meeting).

During the support process, we therefore jointly created two tools for managing the process: an organisation chart for each action and an overall calendar for the year 2019.

4.2. ORGANISATION CHART - 2019

In the case of Wikimedia France, the person responsible for coordinating the local groups is responsible for the whole process, working with the other employees. It was suggested that the task of monitoring the collection of data should be shared between several people.

Table 7 - The team members' roles in the monitoring of the data collection process

EMPLOYEE	RESPONSIBILITIES	TOOLS	RECOMMENDATIONS
<i>Operational coordinator</i>	<ul style="list-style-type: none"> • Has responsibility for the overall process (compliance with the calendar) • Collects data from contributors 	<ul style="list-style-type: none"> • "Contributors" questionnaire 	<ul style="list-style-type: none"> • Training in data collection • Support for an intern
<i>"Education" and "Partnerships" officers</i>	<ul style="list-style-type: none"> • Collect data from professionals 	<ul style="list-style-type: none"> • "Professionals" questionnaire 	<ul style="list-style-type: none"> • Raises awareness among partners and professionals ahead of the process (convention, etc.)
<i>Communication and events officer</i>	<ul style="list-style-type: none"> • Ensures maximum use of results from data collection campaigns 	<ul style="list-style-type: none"> • Mailshots during fundraising campaigns; • The association's website and blog 	<ul style="list-style-type: none"> •
<i>Working group (all managers + volunteers)</i>	<ul style="list-style-type: none"> • The drafting of arguments 	<ul style="list-style-type: none"> • Overview of impacts and indicator • Aggregation and comparison of data collected using the tools 	<ul style="list-style-type: none"> • Planning messages at three levels (message; link to the summary; link to the report)

4.3. CALENDAR

During the workshops, we also put together a "scheduling" type calendar, to structure the process throughout 2019.

4.3.1. Experimentation with the process (January-June 2019)

Table 8 - Planning schedule for January-June 2019

PARAMETERS	JANUARY	FEBRUARY	March	April	May	JUNE
<i>Challenges related to data collection</i>	<ul style="list-style-type: none"> • Testing the tools • Linking the impact process and the strategic plan 	<ul style="list-style-type: none"> • Start of the data collection process with contributors 	<ul style="list-style-type: none"> • Start of the data collection process with French-speaking workshops 		<ul style="list-style-type: none"> • Start of the Wikiconcours Lycéens data collection process • Start of the WikiLove Earth data collection process 	<ul style="list-style-type: none"> • Continued collection of Wikiconcours Lycéens data • Start of the GLAM data collection process in France
<i>Actions</i>	<ul style="list-style-type: none"> • Testing the data collection tools (Operational Coordinator and Education and partnerships officers) 	<ul style="list-style-type: none"> • Circulation of the contributors' questionnaires (Operational coordinator) 	<ul style="list-style-type: none"> • Circulation of the contributors' questionnaires (Operational coordinator) 		<ul style="list-style-type: none"> • Circulation of the "professionals" questionnaires (Education and partnerships officers) 	<ul style="list-style-type: none"> • Circulation of the "professionals" questionnaires (Education and partnerships officers)
<i>Means & resources</i>	<ul style="list-style-type: none"> • Recruitment 	<ul style="list-style-type: none"> • The use of Framafoms 		<ul style="list-style-type: none"> • Meeting of the "assessment" working group 	<ul style="list-style-type: none"> • Training in data analysis (Operational coordinator and Education and partnerships officers) 	
<i>Communication</i>	<ul style="list-style-type: none"> • Information and awareness building for volunteers (Operational coordinator) 	<ul style="list-style-type: none"> • Presentation of the process to the "strategy" group (Operational coordinator) 	<ul style="list-style-type: none"> • First report to the Executive Board (Operational coordinator) 	<ul style="list-style-type: none"> • Use of the results for fundraising (Communication and events officer) 	<ul style="list-style-type: none"> • Drafting of a blog article (Communication and events officer) 	

4.3.2. Stabilisation and enhancement of the approach (July-December 2019)

Table 9 - Planning schedule for July-December 2019

PARAMETERS	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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<i>Events</i>	<ul style="list-style-type: none"> Continued collection of GLAM data Collection of data from WikiLovesEarth? 		<ul style="list-style-type: none"> Feedback following "Wikiconcours lycéen" and GLAM actions 	<ul style="list-style-type: none"> Organisation of the Wiki-Convention 		
<i>Actions</i>	<ul style="list-style-type: none"> Circulation of the "professionals" questionnaires (Education and partnerships officers) Analysis of data collected online (Operational coordinator) 		<ul style="list-style-type: none"> Professional interview guide (Education and partnerships officers) 	<ul style="list-style-type: none"> Circulation of the "contributors/volunteers" questionnaires and the "Impact aperitif" workshop (Operational coordinator) 	<ul style="list-style-type: none"> Preparation of data for the activity report (Operational coordinator) 	
<i>Means & resources</i>			<ul style="list-style-type: none"> Meeting of the "assessment" working group 			
<i>Communication</i>			<ul style="list-style-type: none"> Fundraising campaign (Communication and events officer) Presentation of results to the AGM 	<ul style="list-style-type: none"> Drafting of the annual "Impact Report" for the foundation (involving the various employees) 		<ul style="list-style-type: none"> Drafting of the activity report (involving the various employees)

4.4. DISSEMINATION OF THE PROCESS

It should be ensured that the process is adequately circulated to and embraced by the association's Executive Board and its volunteers:

- Including a thorough discussion of the "why" behind the impact assessment process (its values and its benefits) before the operational "how" concerning its implementation
- With the tools being displayed online in a very visible and easy to understand manner in specific shared resource areas (Wikicommons, etc.)
- Enabling the volunteers to identify and share good reporting practices (during the WikiConvention for example)

5. Conclusion

To conclude, it should be noted that our support has had two key effects

- **Clarification of the association's values**
- **The “operationalization” of the strategy with impact in mind**

5.1. BRAINSTORMING CONCERNING THE VALUES

During the different workshops, the support provided by Agence Phare made it possible to make a clear distinction between the values put forward by the Wikimedia France association. Participants in the workshops were better able to distinguish between:

- Wikipedia's values, which are expressed for the attention of the general public:
 - Encyclopedism
 - Neutrality
 - Free Licenses
 - Decency
 - Boldness
 - Innovation
- Wikimedia's values, which are expressed for the attention of the community of contributors:
 - Transparency
 - Openness
 - Togetherness
 - Diversity
 - Accessibility

The second set of Wikimedia values constitute a form of commitment vis-a-vis the contributors, and compliance or otherwise with these indicators provides a means of knowing if the association is meeting the movement's expectations.

In other words, the Wikimedia impact study offers a particular benefit:

- Encouraging people to consider and discuss compliance with values:
- And ways to improve these commitments.

By clarifying values in this way, this may facilitate communication better adapted to these different stakeholders.

5.2. UPDATED IMPACT STRATEGY

. The following table shows in what ways the 4 previously identified impacts can be broken down according to the 3 strategic themes of Wikimedia France’s strategy and how they relate to the expected means and objectives.

Table 10 - Updating the impact strategy

THEMES	OBJECTIVES	MEANS/ACTIONS	IMPACTS	KEY INDICATORS
Theme 1	<ul style="list-style-type: none"> Increasing the quality and the quantity of the knowledge presented in Wikimedia projects by supporting projects to open up and circulate data and content. 	<ul style="list-style-type: none"> Edit-a-thons; Wikidata; a MOOC to learn how to contribute to Wikipedia Development of Local Groups; the Wikipedia Eté des Régions (Summer of the regions); Ma Commune Wikipedia(My Wikipedia district); Promoting international links; the French language Wikiconvention; Contributors’ area). 	<ul style="list-style-type: none"> Impact 1: Access and contribution to free and open knowledge Impact 2: Encouraging commitment to the values of free and open knowledge; Impact 4: The production and circulation of free and open knowledge 	<ul style="list-style-type: none"> Feeling able to improve / to contribute an article on Wikipedia [linked to impact 1] Frequency of contributions to Wikimedia [linked to impact 2] Participation in local actions [linked to impact 2] Quality of the articles [linked to impact 2]
Theme 2	<ul style="list-style-type: none"> Ensuring that human, cultural and social diversity are fairly represented by supporting participation by minorities. 	<ul style="list-style-type: none"> Lingua Libre, supporting activities to support the gender gap (Sans Pages for example); platform to protect minority languages; improving the induction process for volunteers 	<ul style="list-style-type: none"> Impact 4: The production and circulation of free and open knowledge 	<ul style="list-style-type: none"> Increasing the diversity of subjects [linked to impact 4]

<p>Theme 3</p>	<ul style="list-style-type: none"> Working to change practices in public or private organisations to support the free sharing of knowledge. 	<ul style="list-style-type: none"> GLAM project; Educational activities; Awareness-building among professionals; Research activities; Advocacy 	<ul style="list-style-type: none"> Impact 3: Changing the way professionals and institutions work (in the educational and heritage sectors). 	<ul style="list-style-type: none"> Working with Wikimedia is included in the job description [linked to impact 3] Adoption of free licenses as part of their professional activities [linked to impact 3] Use of Wikimedia as an educational resource (In the classroom for example) [linked to impact 3] Willing to renew the partnership with Wikimedia [linked to impact 3]
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This document can be used as a tool to manage Wikimedia France’s strategy. Each impact can be broken down into indicators and is associated with data collection tools making it possible to calculate these indicators. By collecting the data used to calculate the indicators and which demonstrate the impacts, it is possible to verify that the objectives of the stated strategy are being met.

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