

Community Capacity Development (CCD) pilot report

Asaf Bartov <asaf@wikimedia.org>



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Community capacity development?



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A strategic pilot

The hypothesis:

- There are certain community capacities all thriving Wikimedia communities need developed.
- Some Wikimedia communities have under-developed capacities, or plateaued and aren't developing a particular capacity.
- WMF can usefully assist a particular community to build a specific capacity, and to "level up" or overcome an obstacle.



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A green, textured rectangular stamp with a white border, tilted at an angle. The text "Cuteness approved!" is written inside in a white, sans-serif font.

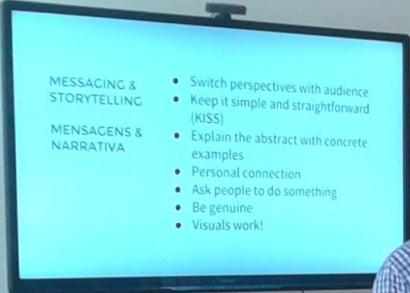
The process of the pilot

- Conduct qualitative research (community interviews)
 - Volunteers from **16 emerging communities** were interviewed at length (1.5 to 3 hours)
 - Interview transcripts were analyzed (hand-coded, clustered)
 - Six core capacities were identified and described in detail, highlighting the impact of lacks in each capacity and sketching possible projects to build it. (other capacities were identified but not chosen for the pilot.)
 - The [capacities described](#) are: **Community governance; Conflict management; On-wiki technical skills; New contributor engagement; Partnerships; Communications and media relations.**

The process of the pilot

- Conduct qualitative research (community interviews)
- Select (emerging) communities for pilots -- **Brazil** (communications); **Tamil** (on-wiki tech skills); **Ukraine** (conflict engagement)
- Develop curriculum
- Deliver in-person in-country training with experts
- Evaluate
- Write final report with recommended next steps
- (^ you are here)
- Decide about next steps (still TBD)

Apparently photos are important



Conflict Engagement for ~~Wikipedians~~ humans

WEMEDIA Meeting 2016, Yerevan

Asaf Bartov <asaf@wikimedia.org>



So, does this work?

Short answer: yes!

Longer answer: yes, and it has additional beneficial side-effects

Key lesson

This "high-touch" approach works: communities appreciate attention and customization to their context. Communities successfully "leveled up".



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Key lesson

In-person, in-language, in-country training is effective
and engaging



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Key lesson

Materials are significantly re-usable. Needs are often shared across communities.



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Some concrete impact

Brazilians revamped their site, revived their blog and social media handles, created a press kit.

Tamil community now engages with Wikidata. One volunteer amassed 200K manual(!) edits to Wikidata in under a year.

(No change, or too early to say, in the Ukrainian Wikipedia.)



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Some side effects

Trainings developed for CCD were **repeated** at regional conferences (CEE Meeting; Wiki Indaba) and national ones (India, Ukraine, Bulgaria, India) and this very conference.

Material is being re-used, e.g. the Wikidata training has been recorded at high-quality for online use.

Some quotations

- "The **quality and depth of the training** by experienced WMF staff can't be matched by outsiders."
- "Very few people can come to the international events. **We need WMF to come to communities** in their own countries, and ideally in their own language."

Some quotations

"I was aware of Wikidata, but **found it complicated, too confusing** to understand beyond interwiki. **Now I think it is the future** of Wikipedia. My mind was blown. **I was inspired and started contributing massively.**"

"I attended lectures about [Wikidata], but not one had engaged me and made me actually want to contribute. [...] I was finally persuaded that I should invest time and go to actively contribute to Wikidata"



But does it scale?

Yes, it scales. Not like Visual Editor scales across communities, but **across time**. It sows seeds that keep on giving. It builds capacities that are then maintained by the active community. Effective capacity building "stays built".

Once the initial obstacle or lack of awareness/knowledge is overcome, the community continues organic growth.

But does it scale?

Capacity-building is inherently a high-investment activity (limited in time and specific in scope). But it is efficient when effective.

Crucially, it fulfils a need not met by any other process.

Technological innovation cannot be the only tool deployed by WMF in support of the communities it serves, as it does not address the variety of needs and obstacles those communities face in their natural growth and activity.



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So now what?

This strategic pilot was
successful
and the model proven.



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So now what? (recommendations)

1. **Scale up** (additional communities; additional capacities)
2. Develop "**core curriculum**" and **track** individual communities' progress in pursuing capacities toward mastery/comfort in curriculum. Plan training/help according to need and opportunity.
3. Identify **already-effective trainers** and knowledge diffusers; **enhance their opportunities** to share knowledge; **train** prospective trainers and empower **successful** trainee trainers.

The above implies **increased resourcing** (budget and staff time), as well as participation from additional teams. **This coming fiscal year** (starting July) will **not** see increased resourcing, but some other teams have agreed to contribute **trainers** occasionally.



So, really, now what? (plan)

1. We're **not** scaling up. Instead, we're extending the pilot-level investment, and will explore additional capacity-building with a few additional communities.
2. We're developing a **community capacity map** to invite communities and affiliates to self-assess their capacity (according to guiding criteria). The map will be used to track capacity development, and to **identify opportunities** for impactful capacity-building projects.
3. Within the constraints of the pilot-level budget, we'll identify **already-effective trainers** and knowledge diffusers and **enhance their opportunities** to share knowledge.



Emerging Communities

Relatedly, we have published [a draft revised definition of what are Emerging Communities.](#)



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