Grantmaking Team Quarterly Review

May 15, 2013
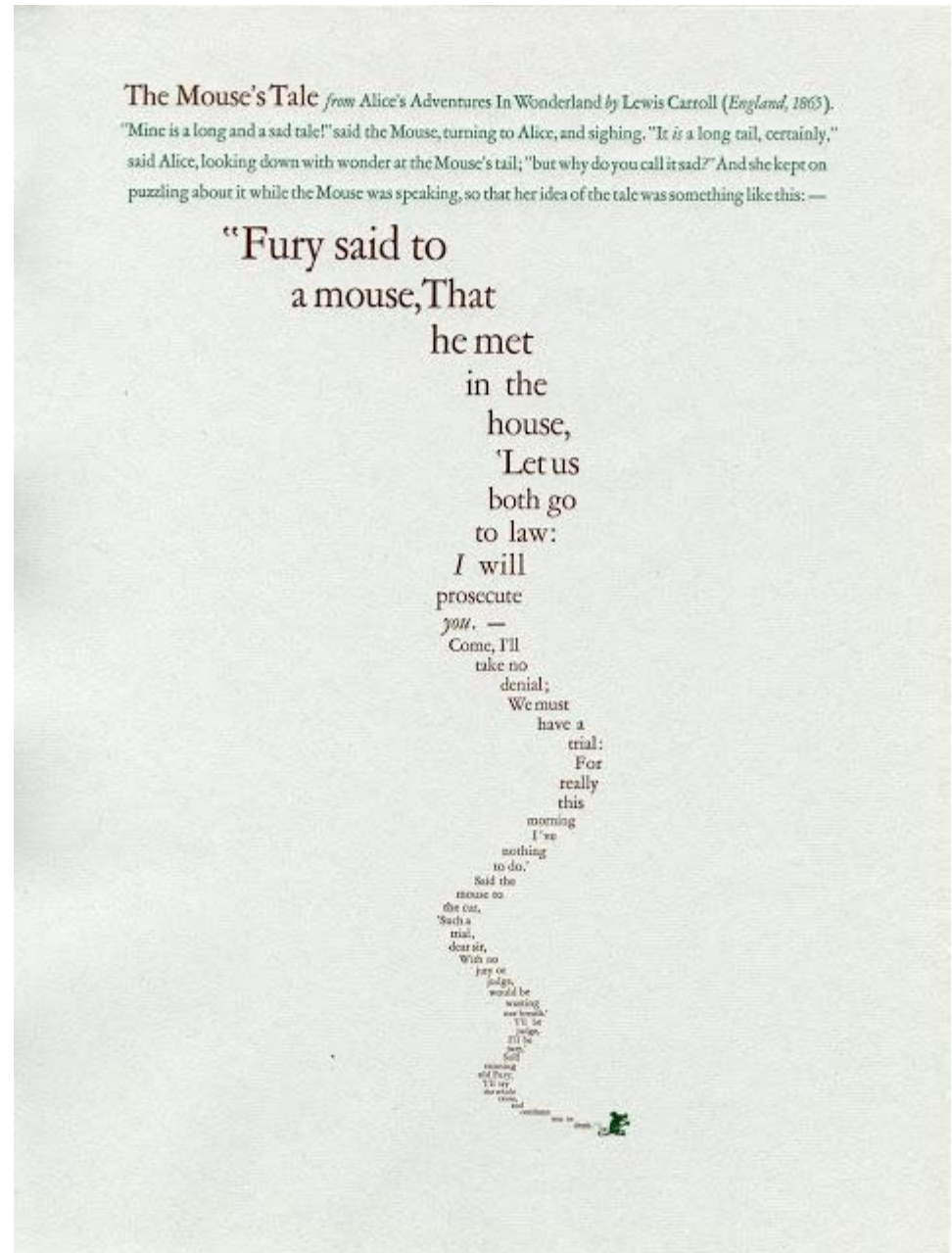First review

Agenda

- Overview Q1-3 2012-13: targets and achievements

- Grantmaking strategy: for now and the future

- Grants programs: design and execution

- Next steps: challenges and questions

A grant's tale

- **WMAU's GLAM-Wiki**
(Aug 2009) --
$5k helped spark a movement

- **WikiSangamotsavam**
(Malayalam Wiki Conference)
(Apr 2012) -- ~$2.7k
  - community-initiated
  - co-funded with WMIN,
    gov't of Kerala
  - funded printing, attendee
    kit, equip. rental
  - press conference,
    community meetup, high
    school outreach, tech
    workshop, talks
  - demonstrable community
    growth in months following
  - excellent report

The Mouse's Tale *from Alice's Adventures In Wonderland by Lewis Carroll (England, 1865).*
"Mine is a long and a sad tale!" said the Mouse, turning to Alice, and sighing. "It *is* a long tail, certainly,"
said Alice, looking down with wonder at the Mouse's tail; "but why do you call it sad?" And she kept on
puzzling about it while the Mouse was speaking, so that her idea of the tale was something like this: —

"Fury said to
a mouse, That
he met
in the
house,
'Let us
both go
to law:
I will
prosecute
you. —
Come, I'll
take no
denial;
We must
have a
trial:
For
really
this
morning
I've
nothing
to do.'
Said the
mouse to
the cur,
'Such a
trial,
dear sir,
With no
jury or
judge,
would be
wasting
our breath.'
'I'll be
judge,
I'll be
jury,'
Said
cunning
old Fury:
'I'll try
the whole
cause,
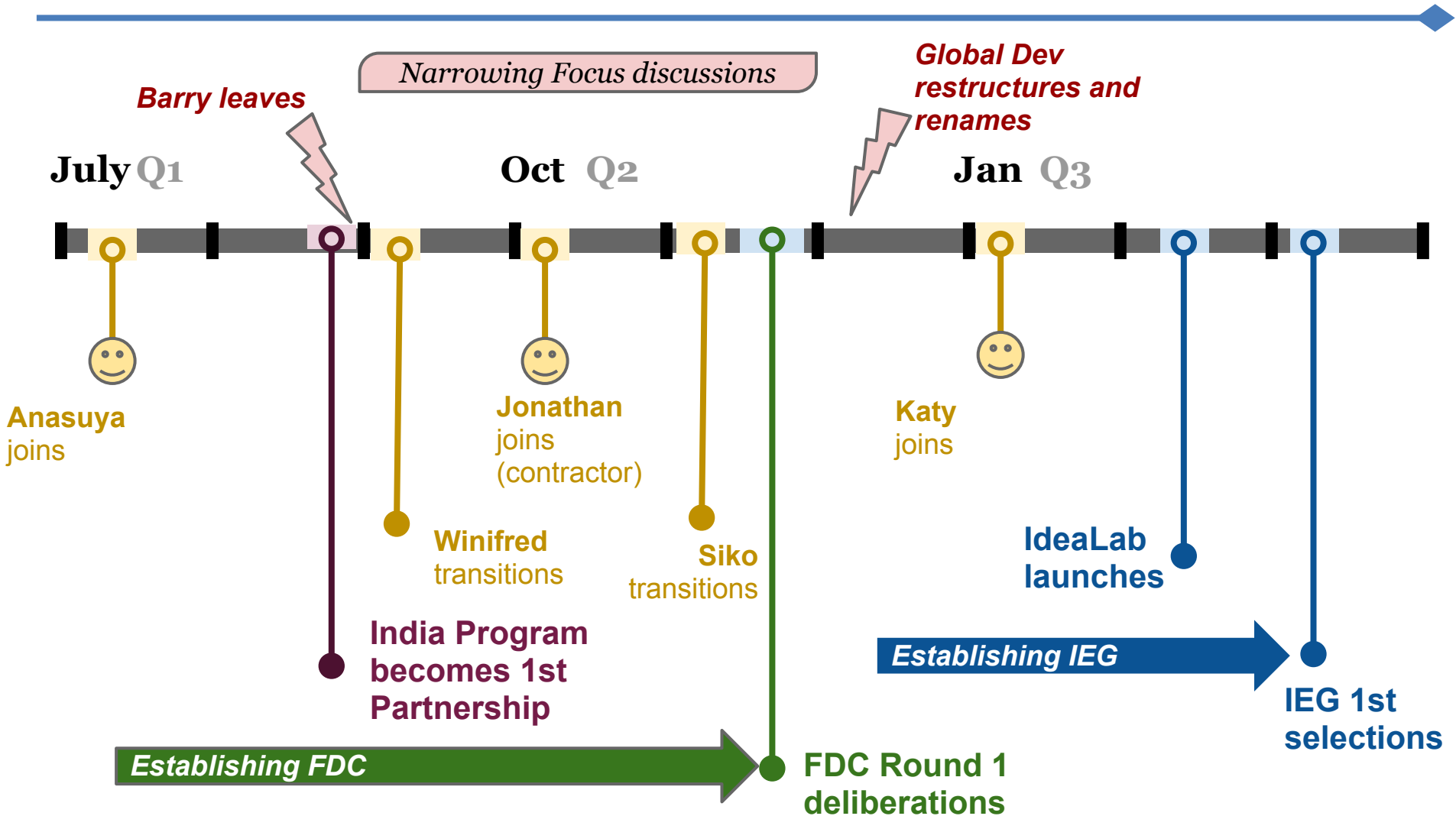and
condemn
you to
death.'"

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In July 2012, we laid out three primary goals for the Global Development team...

1. To enable effective allocation of the movement's funds by setting up the **Funds Dissemination Committee.**

2. To provide financial support to movement groups and individuals for projects, events and travel that advances the movement's mission and strategy, through **grants and fellowships**.

3. To cultivate and support groups and individuals within the community along with like-minded organizations to increase the people and resources available to catalyze community growth in **Global South** regions and countries, particularly in **India, Brazil and the Arab region**.

...a lot changed throughout 2012-13!

Barry leaves

Narrowing Focus discussions

Global Dev restructures and renames

July Q1   **Oct** Q2   **Jan** Q3

Anasuya joins

Jonathan joins (contractor)

Katy joins

Winifred transitions

Siko transitions

IdeaLab launches

India Program becomes 1st Partnership

Establishing IEG

IEG 1st selections

Establishing FDC

FDC Round 1 deliberations

In the last year, we have redesigned a team and revamped our grantmaking processes

ONE
new strategy and team developed

$10M
in funding distributed

79
grants

2
new grants programs

Wikimedia Foundation grantmaking
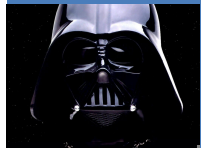
{{fair use}}

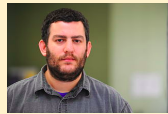**Grantmaking Overlord**

Project Assistance

Annual Plan Grants

Grants Administration

Learning & Evaluation

Project & Event Grants

L&E Data Analytics

Individual & Participation Grants
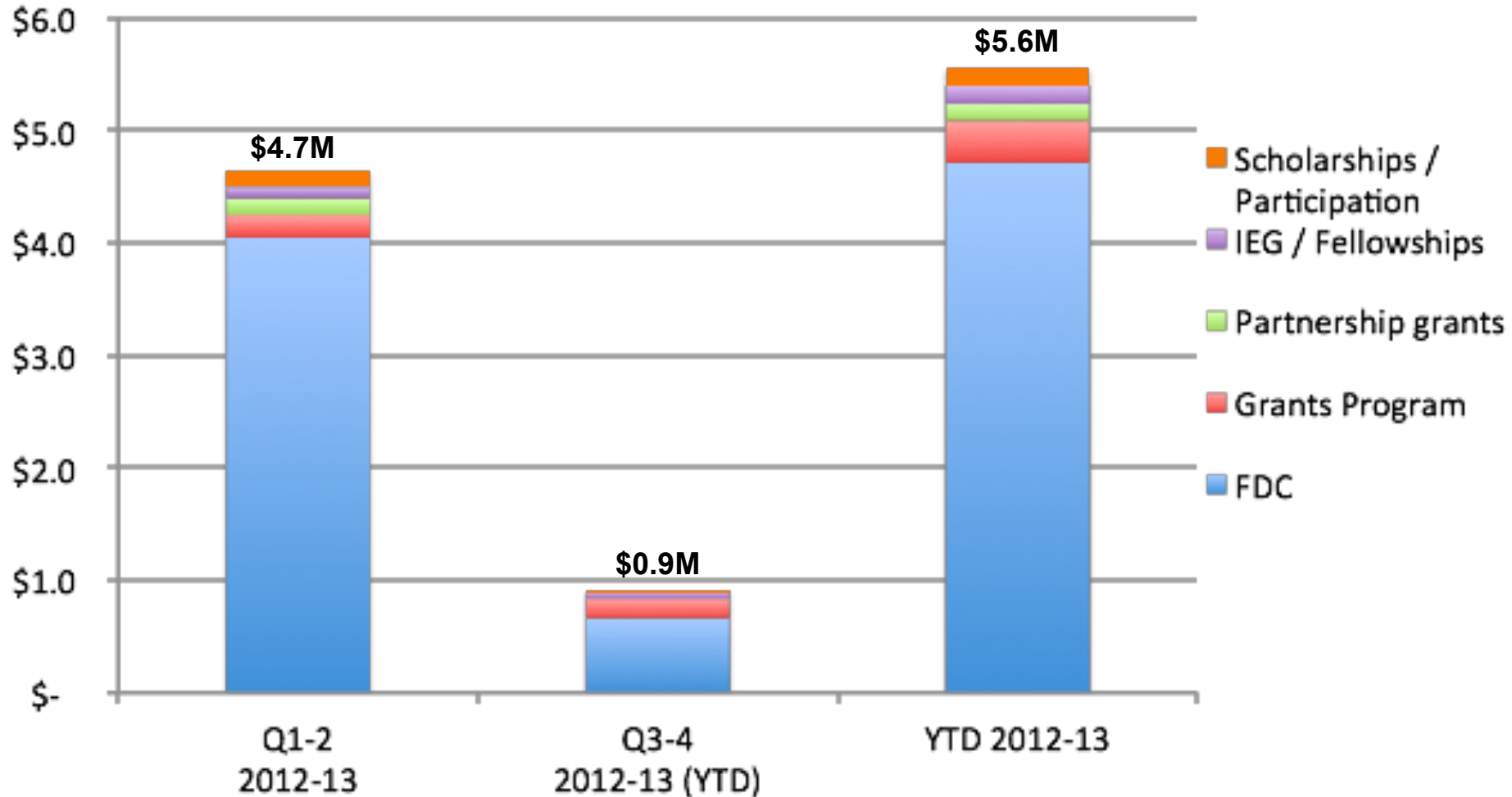
L&E Research Strategist
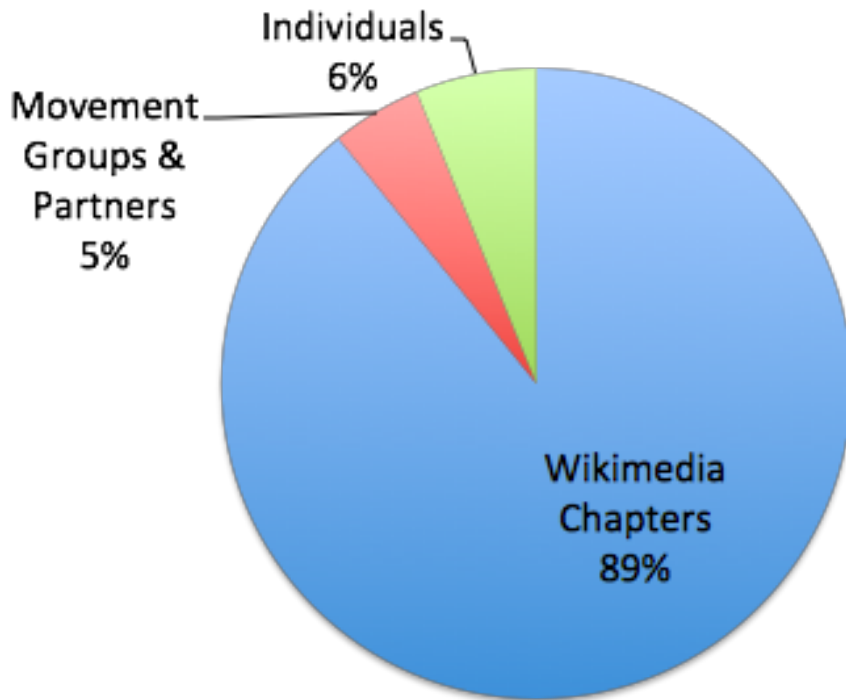
Contribution Research

Wikimania Support

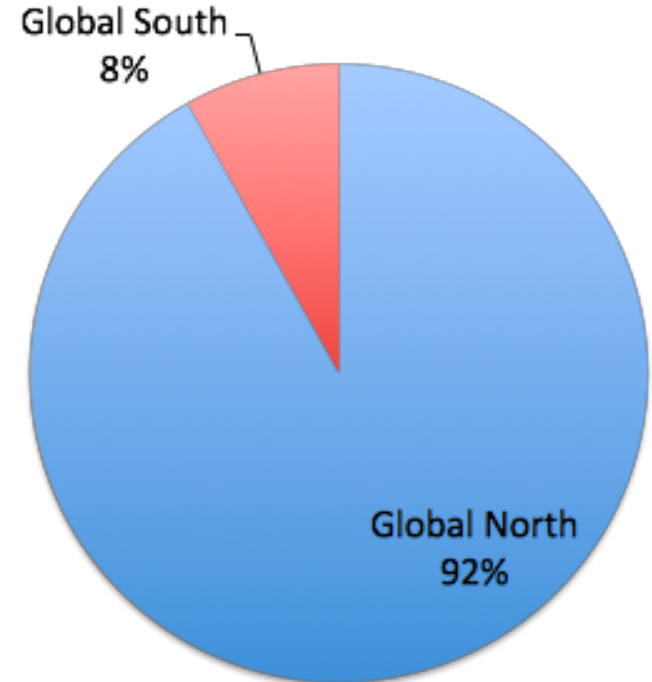# Net of WMF-FDC, we have distributed $5.6M in funds so far in 2012-13

In 2012-13, our grants have primarily gone to established entities in the Global North

89% of our funding has gone to Wikimedia Chapters

92% of our funding has gone to the Global North

Individuals 6%

Movement Groups & Partners 5%

Wikimedia Chapters 89%

Global South 8%

Global North 92%

Note: Excludes WMF FDC allocation; Global South/North breakdown also excludes Wikimania Scholarships and Flow Funding grant

9

We spent a very small proportion of our grants on Individuals, the Global South, or Gender work
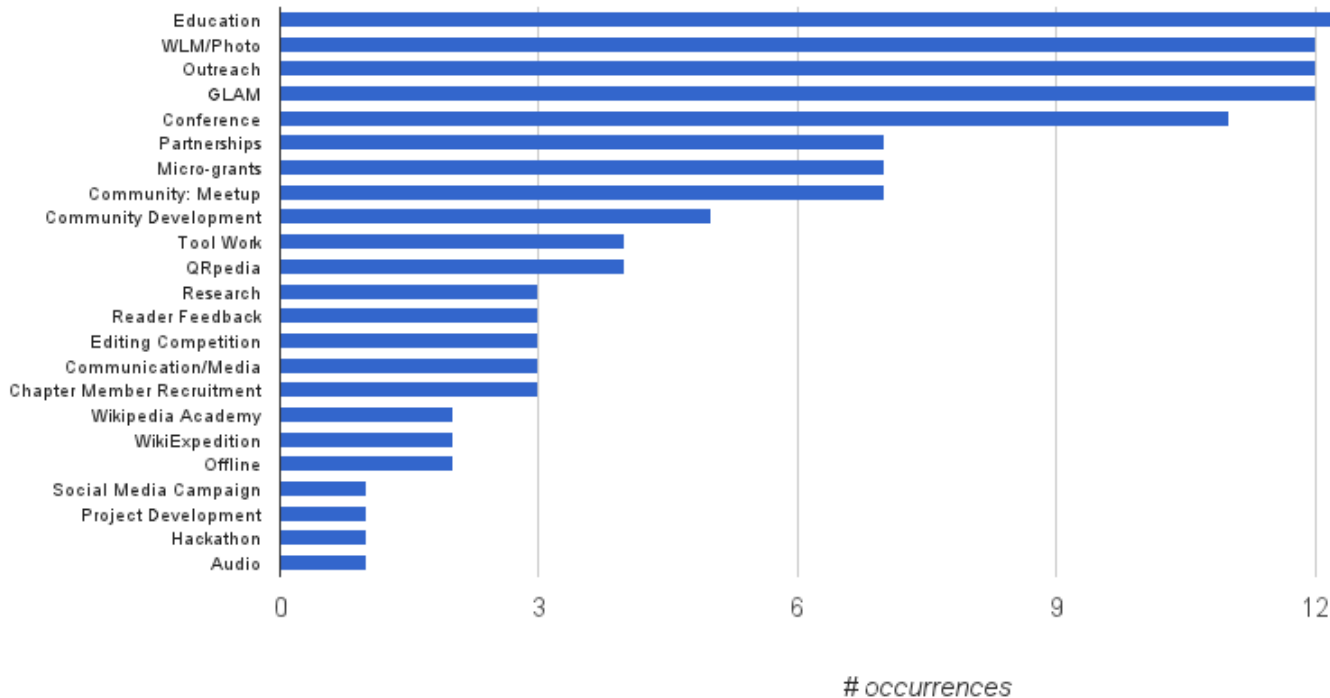
% of total spend FY 2012-13 spend as May 2013
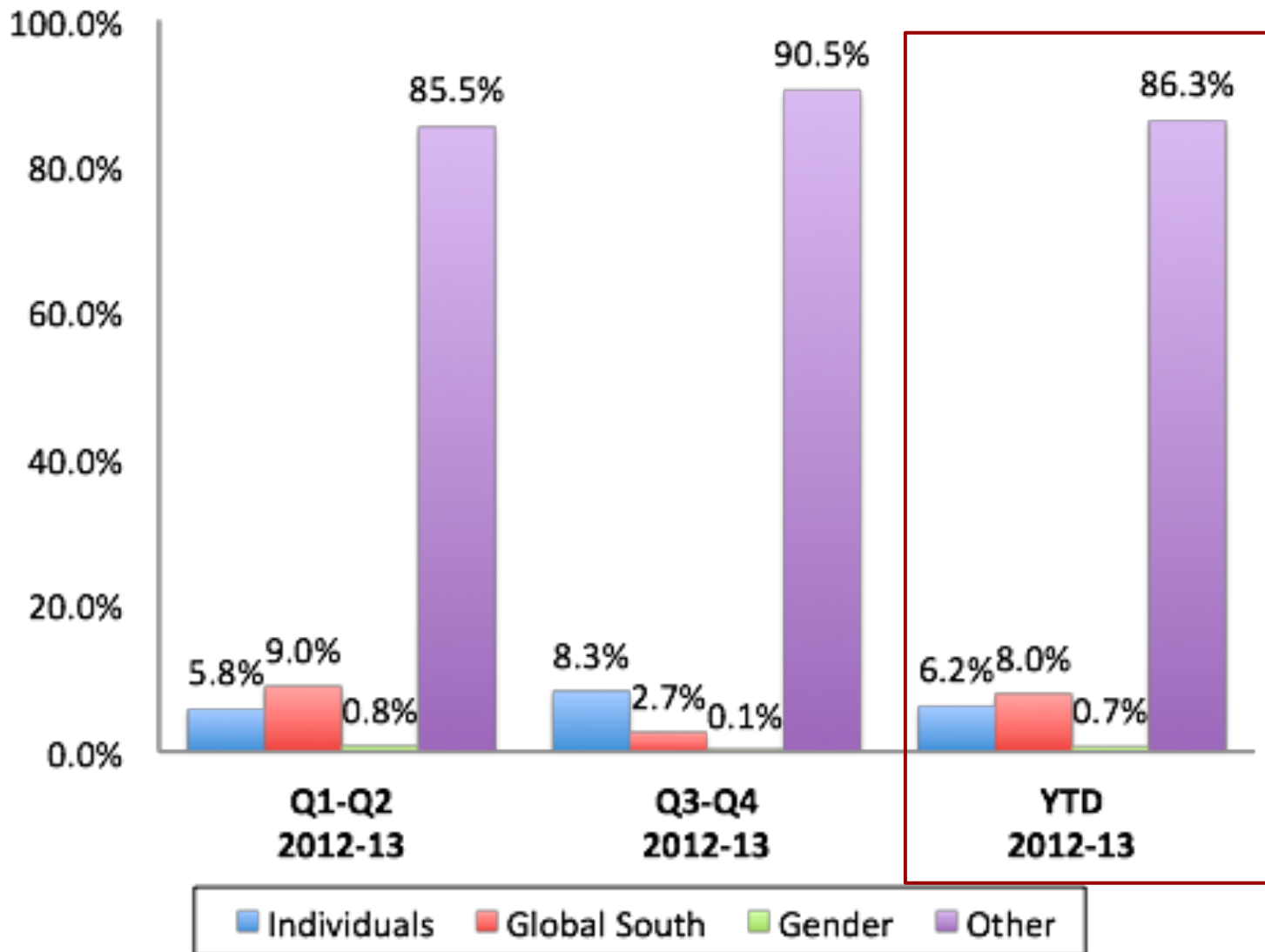
Note: Excludes WMF FDC allocation; also excludes potential gender work from the different annual plan grants, given it is not specified if it is distributed to work on gender gap work

Overall, 2012-13 programmatic spending has been primarily on Education, WLM, and other outreach

Program counts (funded 2012-13)

Note: Excludes India Partnership grant and WMF FDC allocation

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Why we redesigned strategy and goals: to do more and to do it better

To better support different constituent elements and levels of the movement (individuals, user groups, thematic groups, emerging entities, established chapters...)

To better understand the outcomes and impact of movement resources and do more innovative and impactful grantmaking

To better support emerging/Global South communities

To better address the gender gap

Grantmaking is about global resources: money, ideas, influence, connections, and capacities

Theory:

Groups and individuals can grow local Wikimedia communities and content if effectively supported and resourced.

Strategy:

We **support** our global partners to have impact through **different avenues** for funding, tools, mentoring, and movement learning.

Grant Programs:

Annual Plans *(FDC)*

Projects and Events *(WGP)*
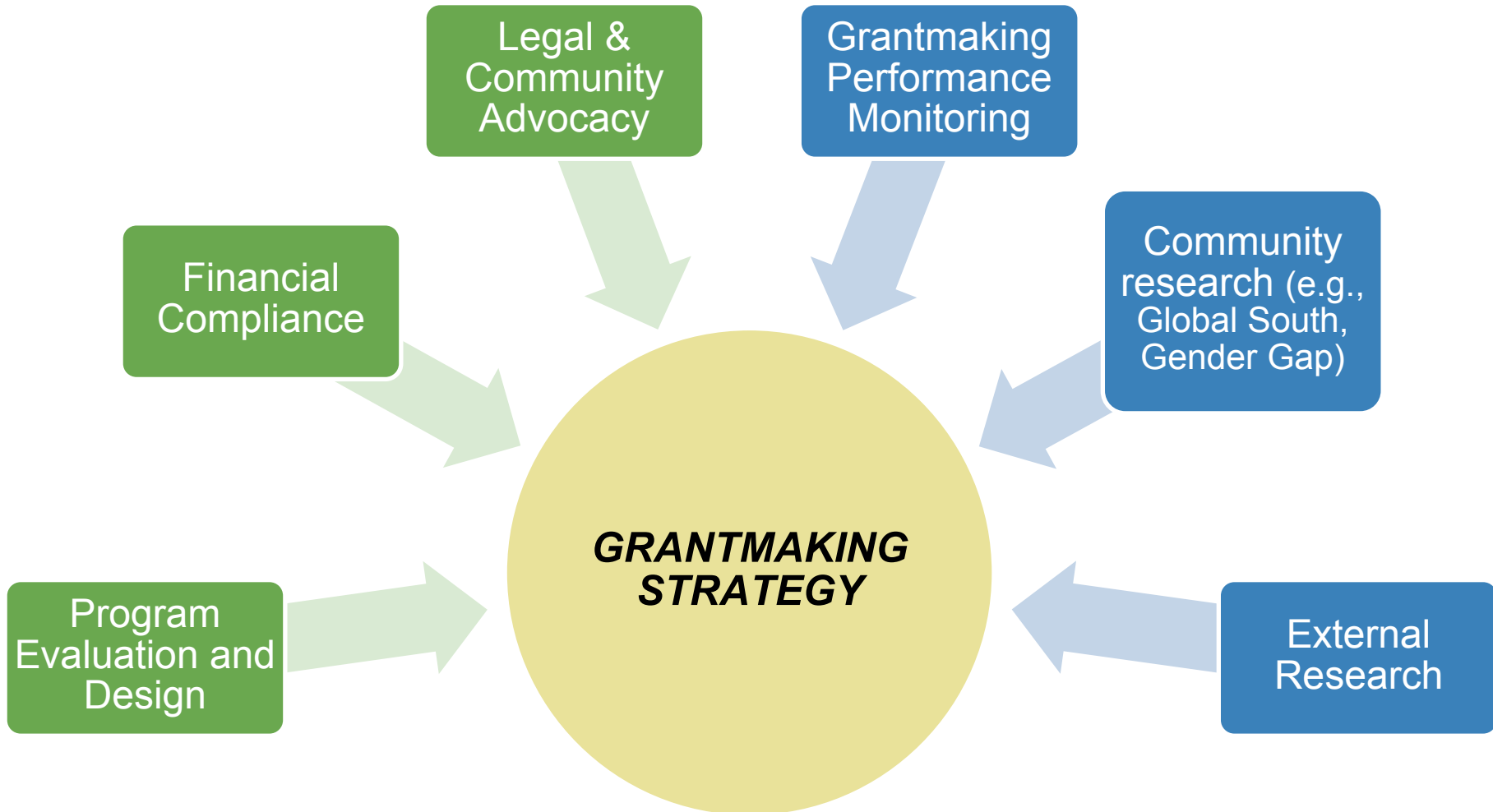
Individual Engagement *(IEG)*

Travel and Participation *(PS)*

Partnerships (India)

We are using various inputs to continually refine the design of our grantmaking programs

Inputs from other teams

Inputs through Grantmaking

We are committed to certain design principles that extend across all our grants programs...

We are committed to:

1. Transparent and participatory grantmaking (committees & community)

2. Coaching and mentoring our grantee partners

3. Deepening our support of emerging and Global South communities, and greater female contribution

4. Recognizing differences in contexts and approaches

5. Innovating and experimenting

6. Balancing accountability and learning with simplicity and ease

7. **Seeking good outcomes and high impact**
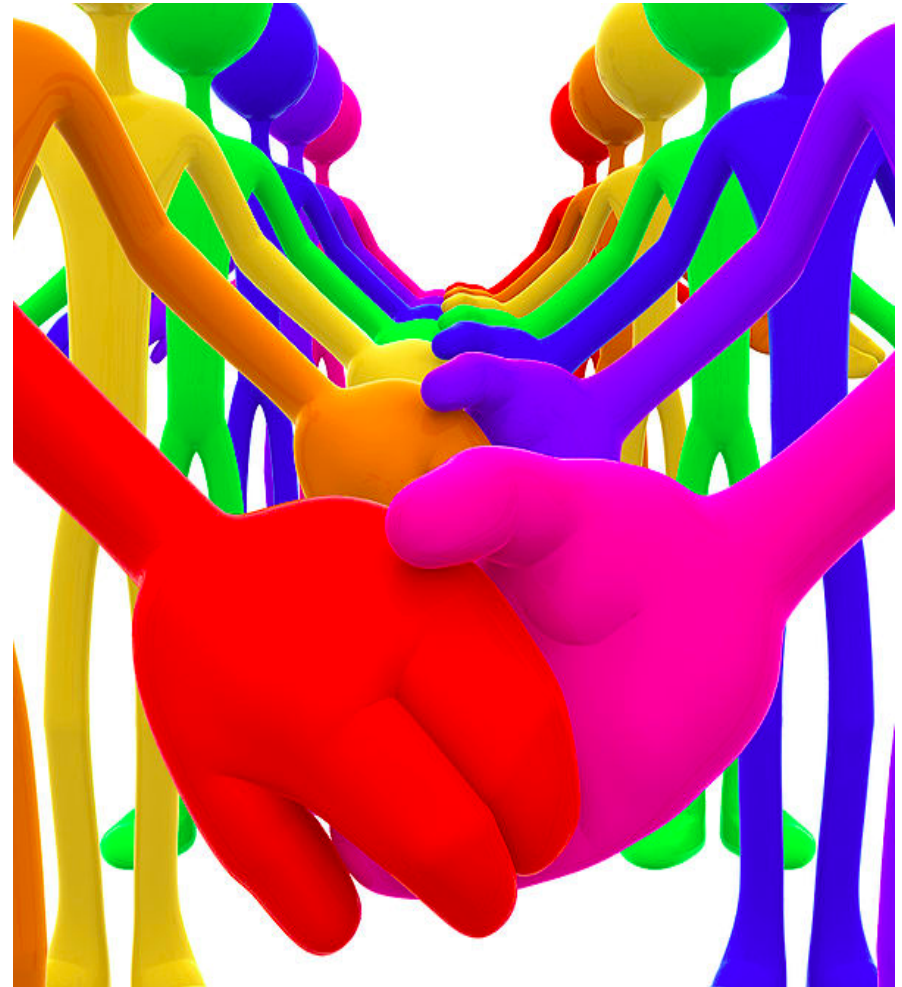
By lumaxart (3D Full Spectrum Unity Holding Hands Concept) [CC-BY-SA-2.0, via Wikimedia Commons

...but each program is designed to be responsive to specific community needs

Source: http://meta.wikimedia.org/wiki/Grants:Start

Note: names of grant programs as of 2012-13

« New for 2013 » Individual Engagement Grants	Participation Support	Wikimedia Foundation Grants	Funds Dissemination Committee
Funding **individuals** to lead time-intensive projects.	Co-funding with Wikimedia Deutschland, for **individual contributors** to travel to participate in events.	Funding project expenses for **individuals, groups, and organizations**.	Funding annual plans and programs for **Wikimedia affiliate organizations**.
Proposals accepted **twice annually**.	Proposals accepted at **any time**.	Proposals accepted at **any time**.	Proposals accepted **twice annually**.
Proposals due **30 September. 2013**.			Proposals due **1 March**.

Our grantmaking is also proactive: supporting new communities and new ideas

Intentional partnerships
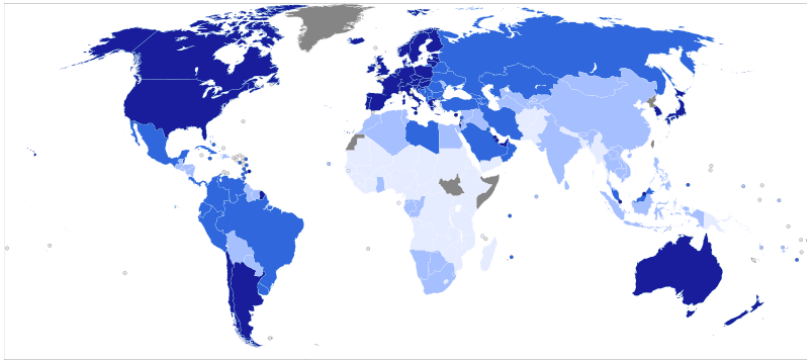
New ideas

Our Global South strategy: intentional community development and grantmaking in nine countries

Mexico (ES)

Brazil (PT)

Argentina (ES)

Egypt (AR)

Turkey (TR)

India (EN+)

Philippines (EN, TL)

Indonesia (ID)

Vietnam (VI)
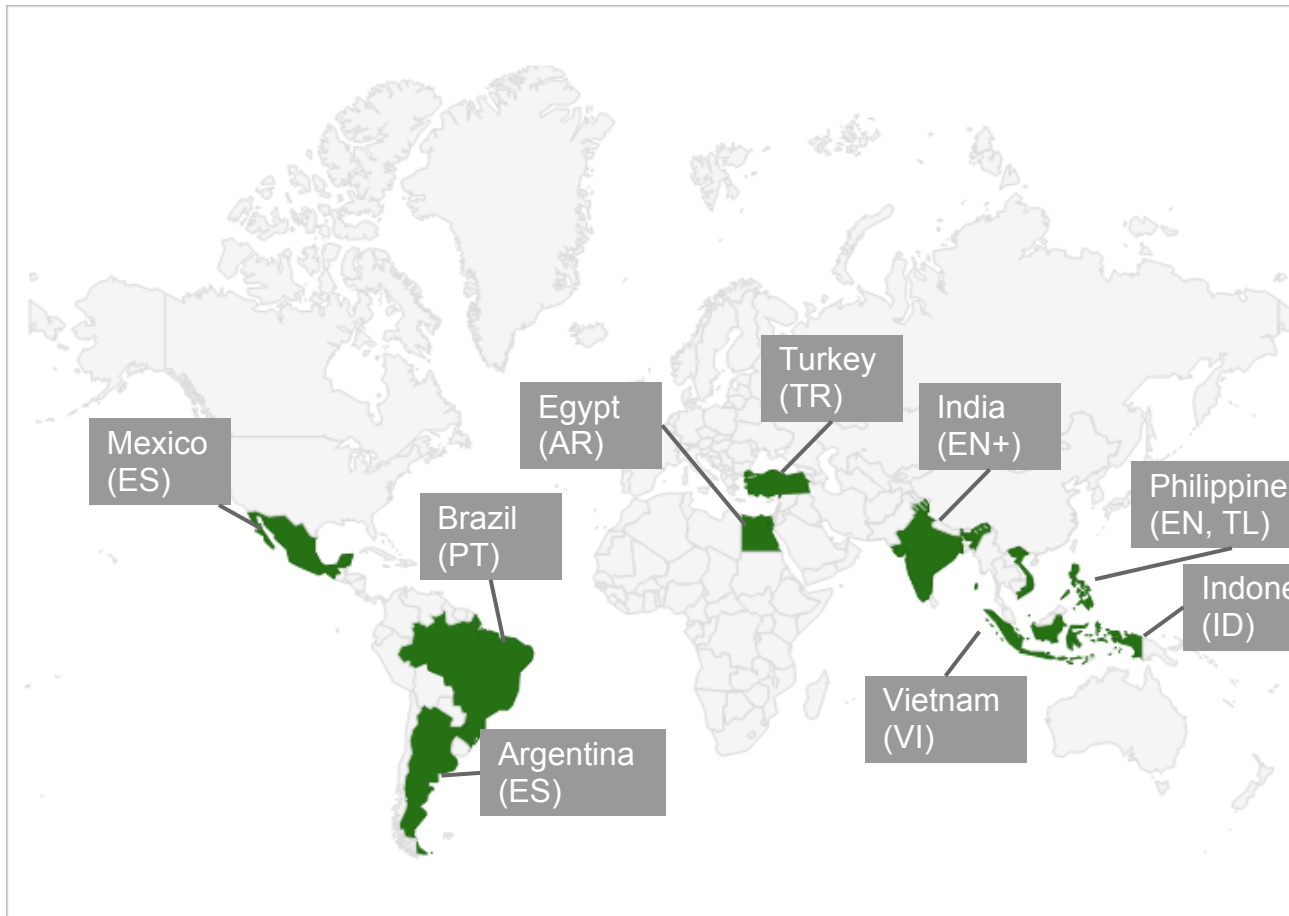
Main activities:

- community mapping
- needs assessments
- mentoring
- leadership development
- staff visits (open doors, create opportunities)
- grants to promising initiatives
- training events

We have a learning agenda to build movement capacity and inform our internal strategies

Organizational effectiveness

Systems for learning and evaluation

Community mapping and baselines

Learning studies designed and applied

research review reflect redesign

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All grants require inputs at various stages in their lifecycles *(general cycle)*

Pipeline	Application	Decision / distribution	Execution	Review
○ *New ideas* ○ *New partners* ○ *Call for applicants* ○ *Determine eligibility*	○ *Draft proposal* ○ *Revise proposal* ○ *Submit proposal*	○ *Committee deliberates* ○ *Communicate decision* ○ *Complete compliance protocols* ○ *Complete grant agreement* ○ *Distribute funds*	○ *Do project!* ○ *Learning circles* ○ *Interim reports* ○ *Final report*	○ *Review reports* ○ *Incorporate reports into strategy* ○ *Incorporate reports into cross- entity learnings*

Grants administration overall has improved dramatically over the past year

Transparency

Ease

Efficiency

Risk management

Project and Event Grants
(WMF Grants Program)

Wikimedia Foundation Grants Program
Project and Event Grants

Former purpose: started to make grants to chapters; grown to make different kinds of grants to the movement.

Refined Purpose: small to medium project- and event-specific funding for affiliates, movement partners, informal groups, and individuals.

Theory: much community initiative is blocked by lack of funding; grants foster innovation outside WMF, enable affiliates to pursue opportunities, and empower individuals to experiment and lead. Grants are particularly important in enabling work in languages other than English.

Goals for 2012-13 and where we stand

1. **Support chapters and other partners via project/event grants**
   29 grants approved this FY so far, totalling ~$377K.
   As of this writing there are 12 open proposals.

2. **Support FDC process**
   We do a significant amount of work on FDC eligibility determinations and reporting on grants compliance to the FDC, and handle a rush of last-minute compliance work (long-overdue reports, underspends, etc.) by numerous past grantees.

Highlights of 2012-2013 Q1-3 so far

- Revamped and streamlined information pages and pages for submitting requests and reports on Meta, based on accumulated feedback.
  - Unfortunate side effect: lost many translations we had (~15 languages) of the old monolithic information page. Now gradually rebuilding those.

- As part of our continuous improvement process, contractor Kevin Gorman published a [review of the Wikimedia Foundation's grants program](#) from fiscal year 2009-2010 through fiscal year 2011-2012. Findings include:
  - clear improvement YoY in grants team responsiveness; decision and processing times shorter
  - identification of risks and proposed mitigation (some already in place)

- Chose a software solution (Fluxx) to implement grants management across all our grantmaking programs. This will be incorporated in the next two quarters

Portfolio of current grants work

- Community events
  (meetups, editathons, WikiConferences, gatherings)
- Competitions and content drives
  (writing competitions, Wiki Loves Monuments,
  Wiki Loves <other things>, Mediagrant)
- Outreach events
  (Wiki Academies, introductory talks, trainings, workshops)
- Partnerships and institutional outreach
  (GLAM collaborations, government outreach)
- Travel funding for event participants
  (outside mandate of Participation Support)
- Lobbying
- Administrative and legal fees, incorporation costs

29 grants and US$377K in 2012-2013:
to organizations, individuals and groups

Grants to affiliate entities:	**US$299,229**	**14 grants**
Grants to non-WM organizations:	US$2,200	1 grant
Grants to aspiring affiliates:	US$14,735	4 grants
Grants to unincorporated groups:	US$39,784	7 grants
Grants to individuals:	US$21,497	3 grants

29 grants and US$377K in 2012-2013:
to support projects and events

Grants supporting events: **US$219,771**   **17 grants**

     Convenings for the Wikimedia movement: US$194,113   10 grants

     Outreach targeting specific communities: US$25,658   7 grants

Grants supporting projects: **US$157,673**   **12 grants**

     Collaborations with institutional partners: US$0   0 grants

     Wiki loves everything: US$33,776   4 grants

     Development of new movement groups: US$102,093   5 grants

     New ideas (e.g. Flow Funding):   US$21,804   3 grants

29 grants and US$377K in 2012-2013: aligned with ten program areas

Chapter development	US$102,093	5	Start up (WMVE), Start up (WMMX), Start up (WMBE), Annual plan 2012-2013 (WMRS), Program Grant Quarter 1 2013 (WMIN)
Community: Meetups	US$14,004	5	In person meeting (WMCA), Christmas seminar and WLM ceremony (WMNO), Malayalam Wikipedia 10th Birthday Celebrations, Conferences and meeting for tenth anniversary of the Galipedia (WMES), CC Kenya Formative Meeting
Conferences	US$180,109	5	Wikimedia CEE Conference 2012 (WMRS), WikiBrasil 2012, Wikimedia Conference 2013 (WMIT), Wikisym 2012 and 2013
Editing competition	US$1,225	1	Producer Prize-2013 (Community of Arabic Wikipedia)
Education: secondary	US$1,549	1	Wikipedia in Schools 2012-2013 (WMRS)
Education:university	US$2,200	1	WikipediaMA (CMNT)
Micro-grants	US$20,000	1	Flow Funding Pilot Project
Outreach: Workshops	US$21,909	5	Wikipedia workshop within KAEST (Wikimedians in Slovakia); Wikimedia outreach in Ghana; Outreach 2013 (WMUS-DC); Gathering of Academics for Free Knowledge; GLAM-Wiki US Consortium advisory group meeting
Participation: tools	US$579	1	Video and Interactive Tutorials
Photos/WLM	US$33,776	4	Wiki Loves Monuments (WMZA), Wiki Loves Monuments in Serbia 2012, Wiki Loves Monuments USA (WMUS-DC), Wiki Loves Monuments México exhibition

Programmatic learnings from past grants

- WMAU's first GLAM-Wiki grant

  -- sparked the GLAM-Wiki movement

- WMCZ's Mediagrant (€21k)

  -- very large grant for centralized reimbursements for media acquisition; administrative challenge; chapter conflict

- TamilWiki's Media contest ($800)

  -- very small grant for contest prizes

- WMDK's WiR grant

  -- €0 spent, WiRs in place :)

- Turkic speaking Wikimedians Conference; WMRS's CEE Conference

  -- regional community meetings and skill-sharing

- WMCA's Quebec Programs, Amical's GLAM & Outreach, the "Annual Grants"

  -- large grants for series of programs

2nd Prize in TamilWiki Media Contest: Jallikattu in Avaniyapuram near Madurai, Tamil Nadu

Image taken with support from WMCZ's Mediagrant
(WikiProject Protected Areas):
Boubinsky potok in nature reserve Certova stran in 2011

What has been learned about the process so far

- Basic **compliance** (tracking, spending according to budget, reporting, meeting deadlines) is still a **challenge** for many grantees.

- The resolution of long-standing compliance gaps related to FDC eligibility revealed much **past neglect** (on WMF's side as well).

- Although the information is available, many still have inaccurate ideas about the WMF Grants program, in particular vs. FDC (**TL;DR effect**).

- **Inviting** and explicitly encouraging potential grantees to apply **is effective**.

- Many proposals **benefit from dialogue** on talk pages, and as a result are grounded or cut down to make **better** and more realistic plans.

- Despite best efforts to make the process easy, some grantees experience much **stress** or are **afraid** to apply in the first place.

- It is clear that some grantees would greatly benefit from **project-management support**, i.e. from a closer, more sustained relationship with an experienced project-manager at WMF.

From drafting to reporting, the life of a grant has many touchpoints by the WMF staff

Grantee portions	Grantmaking staff	Other WMF staff	Committee work
Draft	AB encourages applicants to share drafts; AB reviews	--	--
Submission	AB relays to GAC; WO reviews for completeness	--	GAC reviews and comments
Revisions	AB discusses, asks for revisions	--	GAC comments on revisions
Decision	AB makes decisions; AS approves; WO executes agreement and compliance checks, prepares disbursement(s); WO confirms	Finance executes wire, performs follow up; Legal input if needed	--
Grant execution	AB sometimes consulted; AB approves any changes; WO tracks	--	--
Interim reporting	AB+WO review reports, ask questions, accept reports	--	--
Final reporting	AB+WO review, ask questions, accept; resolve amounts due, approve and track re-allocations	Finance receives underspend	--

Meet our Grants Advisory Committee

- Our program is advised by an all-volunteer Grant Advisory Committee (GAC). AB invites the GAC to review each new grant, and sends regular "round-up" e-mails summarizing the state of discussion of all open grants and decisions made since the last round-up.

- The GAC currently numbers 21 volunteers and is still dogged by low participation (1/3 very active members, 1/3 infrequent activity, 1/3 not active).

- The GAC comments freely on each proposal, does not use a standard set of criteria, and does not score proposals. Some GAC members do explicitly !vote to approve proposals.

Where the program is going

- Work with GAC to adopt criteria for evaluations and discuss paths for organizational development

- **Proactive** and clear guidance about who should request project grants vs. FDC allocations

- **Proactive** grantmaking -- more outreach to non-movement entities; more exposure for the program in charity aggregators/directories, etc.

- Migrating to Fluxx -- more queryability, reporting, consistency in administering grants, easy visibility across WMF

Questions

- How can WMF grantmaking best support geographies with little to no active editors?
  - are low-impact grants better than no grants there?
  - "impact" may be more nuanced in the GS -- morale, motivation, provide leverage toward community-building etc.

- Should WMF make a stronger statement about low-impact e.g. Wikinews, preservationist Wikipedias) vs. high-potential Wikimedia projects, to discourage funding requests around the low-impact projects?

- Do we ever say no to a great opportunity because we've spent our grants budget? Can we shift money around the different grants programs? (we never have so far, but we are thinking about a policy)

Individual Engagement Grants

Individual Engagement Grants

Purpose:
- Support for **individuals** leading 6-month projects
- Focus on **on-wiki / online impact**
- Encouraging **experimentation**, **innovation** and **risk-taking**

Theory:
- Individuals have **valuable ideas**, **low operating costs**, can move **nimbly** and **lead innovation.**
- A **variety of types of support** ($, time, mentorship, connections) help encourage completion of online community projects.

apply
for a grant

review
current proposals

engage
current grants

« congratulations to the round 1 grantees! »

« round 2 proposals are welcome for development in the idealab » +

Goals & Highlights of Q3: IEG Pilot

Q3 2012/2013 goals:

1. **Pilot a program** directly supporting individual Wikimedians to lead community projects, particularly online
2. Focus on **positive user experience**, encourage individuals to engage by making the process fun/simple
3. Build **committee trust**, encourage smart innovation and risk-taking
4. Lay a **foundation for scalable**, impactful grantmaking

Activities:
Jan: program design, portal prep, launch open call
Feb: committee setup, proposal eligibility, community discussion
Mar: proposal review, selection & setup of round 1 grantees

Outcome: 6-month funding for 8 projects = $58,850

IEG Portfolio

Project	Dollars	Target	Method
Build an effective method of publicity in PRChina	$350	Chinese WP community-building (readers)	Social media campaigns
Replay edits	$500	Wikipedia	Gadget
MediaWiki and Javanese script	$3,000	Javanese WP, Wikisource	Technical support, volunteer training
The Wikipedia Library	$7,500	Wikipedia	Partnerships, process improvements
The Wikipedia Adventure	$10,000	English Wikipedia new editors	On-wiki game
Consolidate wikiArS to involve art schools	$9,500	Commons, Catalan WP, internationalized model	Educational partnerships, process improvements
Elaborate Wikisource strategic vision	$13,000	Wikisource	Strategic vision, community building, short-term process improvements
MediaWiki data browser	$15,000	MediaWiki projects, Wikidata	Javascript framework

Support: Lifecycle of an IEGrant

Pipeline

IdeaLab:
Siko, Committee

Outreach & open calls:
Siko, Committee, WMF Comms

Submission

Eligibility
Siko

Support :
Siko, Committee

Review & Decision

Scoring & feedback:
Committee, Siko

Due diligence:
Siko, Winifred, Subject-experts (ex/ Erik)

Execution

Disbursement:
Winifred, Finance

Mentorship:
Siko, Committee, L&E

Reporting & Learning

Feedback & acceptance:
Siko, Committee (?)
Compliance:
Winifred, Siko
Support: L&E

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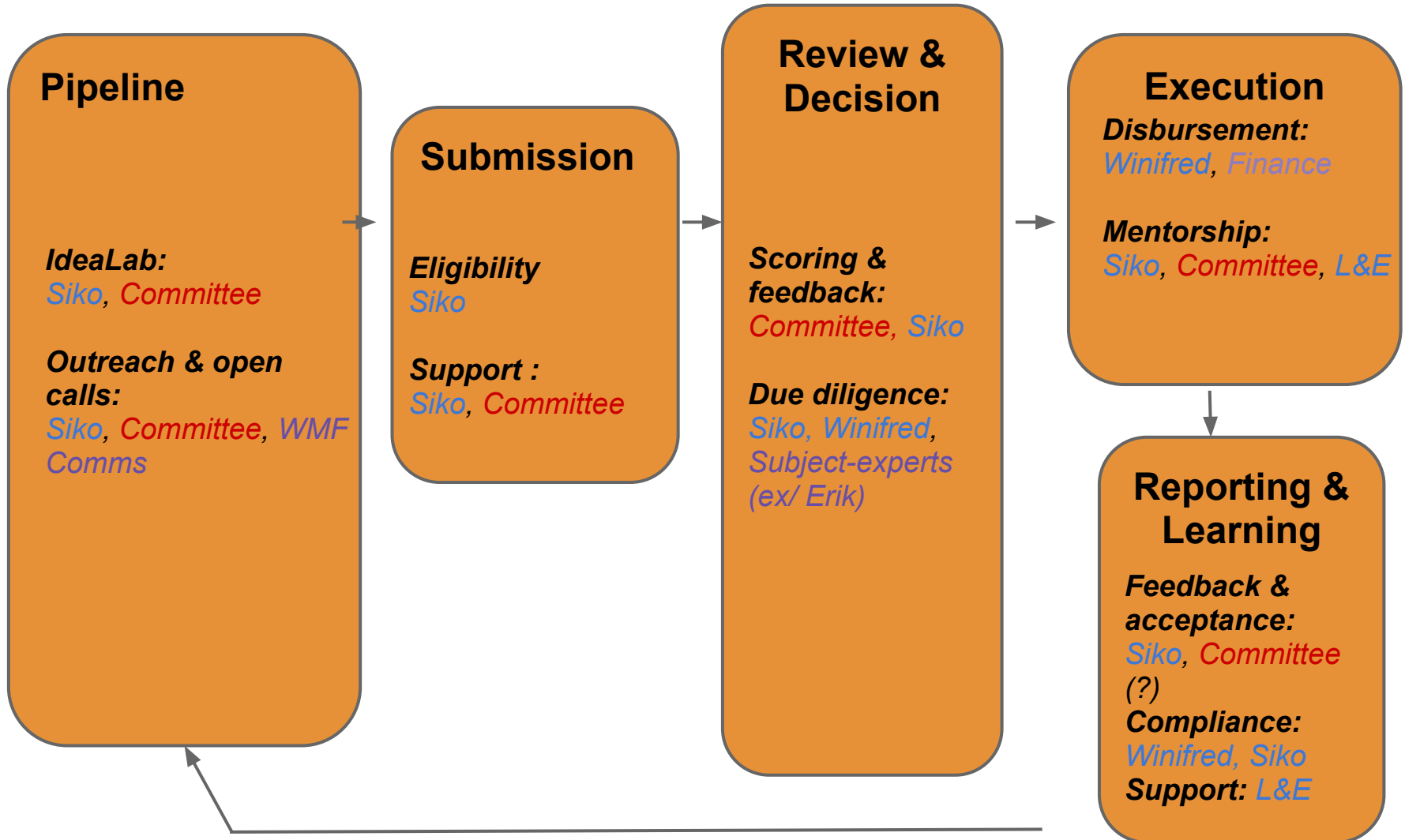
IEG Committee

12 active in round 1 review
2 recused
4 inactive
18 members total

Strategy: be bold, be nimble

- Open, no cap on size, minimum requirements to join
- Break into small groups or individual work to get things done quickly
- Organized by staff with structure and tight timelines

Responsibilities

1. **Provide feedback** on proposal talk pages
2. **Evaluate finalized proposals**: Score and comment according to selection rubric
3. **Recommend proposals for funding** based on the available budget

Pilot Submissions

50+ ideas and drafts

22 eligible proposals

English Wikipedia

On-wiki
Commons
Tutorials
Video
Software
Catalan Wikipedia
Chinese Wikipedia
Odia Wikipedia
Education

Partnerships
Outreach
Off-wiki
Wikisource
Tutorials
Portuguese Wikipedia
Education partnerships
Social media

Funding requests

Amount in US Dollars

IEG Learnings: what worked well

Positive user experience

A very well executed process. I valued the committee's role in evaluating projects and thought it dovetailed nicely with the due diligence process lead by WMF folks. *-committee member*

I have a lot to live up to with these grants but feel like I have the support I need to be successful. I appreciate that. *-grantee*

Keep it going, guys! This is definitely one of the important initiatives to the movement these years! I am having great hopes for the IEGs. *-proposer*

I hope to see the brand IEG as ubiquitous as GSOC. *-proposer*

Committee member, will you serve on IEG Com again in the future?

#	Answer		Response	%
1	Yes, definitely		6	60%
2	Maybe		3	30%
3	No, definitely not		0	0%
4	I'm not sure/I haven't decided		1	10%
	Total		10	100%

Committee member, will recommend others serve on IEG Com in the future?

#	Answer		Response	%
1	Yes, definitely		6	60%
2	Maybe		4	40%
3	No, definitely not		0	0%
4	I'm not sure/I haven't decided		0	0%
	Total		10	100%

Proposer, will you apply to IEG again in the future?

#	Answer		Response	%
1	Yes, definitely		5	31%
2	Maybe		8	50%
3	No, definitely not		0	0%
4	I'm not sure/I haven't decided		3	19%
	Total		16	100%

Proposer, will you recommend others apply to IEG in the future?

#	Answer		Response	%
1	Yes, definitely		14	88%
2	Maybe		1	6%
3	No, definitely not		0	0%
4	I'm not sure/I haven't decided		1	6%
	Total		16	100%

https://meta.wikimedia.org/wiki/Grants:IEG/Feedback/round_1_2013

IEG Learnings: what worked well

Iterative process for proposal development strengthens final projects

Structured committee review with tools/process/deadlines helped us make quick decisions

Diverse committee brings varied experience to proposal review, potential to scale

Committee's focus on managed risk ensured per-project costs came in well under 30k cap, while funding new project types

round 1 schedule

Proposals accepted:
15 Jan - 15 Feb

Committee members finalized: 8 Feb

Community comment requested:
15 Jan - 22 Feb

Committee review:
22 Feb - 10 Mar

Grantees announced:
29 Mar

Grants disbursed: April

Midpoint reports: July

Final reports: October

2013   +

https://meta.wikimedia.org/wiki/Grants:IEG/Feedback/round_1_2013

IEG Learnings: where we can improve

The **review process & tools need upgrades** in order to scale.

Cultivating impactful ideas and project plans takes time & input. Iterative discussions, models, and expert opinions help make great projects.

Proposers need more qualitative feedback. Important need to balance as we increase throughput.

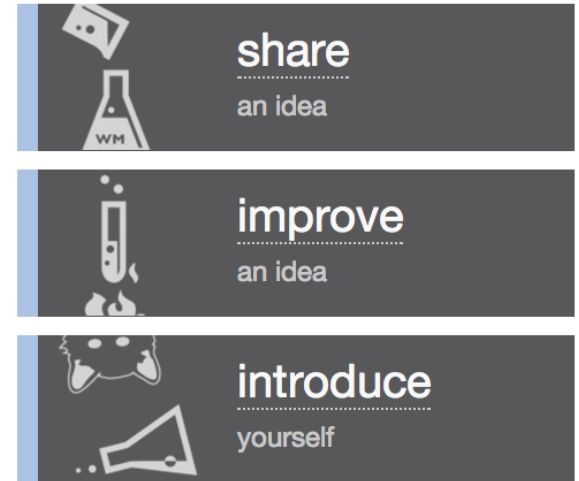> Definitely could use some more robust feedback early so that we could address anticipated concerns. *-proposer*

Grantee demographics reflects movement diversity challenges. Women and proposers from Global South need proactive invitation and support along the pipeline.

Grants project incubator

Success:

Playful space to **develop project ideas** and **connect participants**

> I liked that there was some feedback before the formal evaluation. - *proposer*

Challenge:

How to drive **cross-wiki traffic to meta** and encourage **sustained conversation** to increase activity?

Solutions:
- Notifications
- Surfacing dynamic content
- Calls to action to participate
- Roles & badges

IEG Future: Near term

Upcoming investments:

- **IdeaLab improvements**
- **Volunteer/group mentorship process**
- **Robust scoring systems**
- **Internationalization**

SCALABILITY

Q4 2012/2013 goals:

1. Monitor and support progress/impact from round 1
2. Iterate on process and pages, internationalize
3. Build out IdeaLab pipeline
4. Prepare to double output (15 grantees in IEG round 2 - begins Aug 1)

IEG Future: Longer-term questions

Do we see value in prioritizing efforts to make grants more accessible to outsiders vs current community?

Do we see a future where WMF tech partners more closely with grantmaking to support technical proposals?

What should the scalability targets be for IEG? (# grants? $? # volunteers impacted?)

Participation Support Program

Travel and Participation Grants

FY 2012-13 recap:
- Total amount approved: US$23,480
- 22 requests approved: reimbursements, advances, and direct bookings
- 60% of funds go to applicants from the Global South
- GLAM-related activities make up almost half of funded requests

Opportunities:
- Rebrand, widen scope
- Redesign program pages
- Clarify selection criteria & partner roles

Annual Plans
(Funds Dissemination Committee)

Purpose and Theory

Purpose: General support grants for annual plans of Wikimedia-affiliated entities, covering both programmatic and administrative costs.

Theory: We can **maximize impact of movement resources by encouraging good programs and healthy organizational practices** and growth through a participatory grantmaking process led by volunteers who recommend allocations of movement resources to the WMF Board of Trustees.

Highlights this year

- Inaugural FDC appointed by the Board and onboarded by staff; systems and processes designed and refined after 2012-2013 Round 1

- 2012-2013 Round 1 recommendation published and approved by the Board; US$8.51 mn allocated for 12 proposals

- 2012-2013 Round 1 has tested the FDC's ability to handle some extraordinary events

- 2012-2013 Round 2 recommendation published; US$665,000 recommended; test of the complaints process begins (*results: forthcoming*)

- No attrition of committee members (to date), two more to join shortly

Meet our committee, more joining soon!

The lifecycle of an FDC grant

Pipeline
* IRC chats
* Letter of Intent
* Call for proposals; info sharing
* Eligibility process
* Compliance & eligibility

Proposal review
* Community review & questions
* Questions from FDC & FDC staff
* Proposal review
* Compliance & finance reports
* Program evaluation
* Guardrail and financial analysis of proposals

Deliberations
* Initial funding allocation
* Face to face deliberation
* Communicate decision

Grant recommendations
* Update portal
* Grant agreements created
* Disburse funds
*Compliance checks
* (Learning circles)
* 3 quarterly reports
* 2nd installment
* Final report

Reporting & learning
* Review quarterly + impact reports
* Cross- entity learnings
* Solicit feedback for improvements

In its first year, the FDC recommended $9M in funding, leaving $2M to be kept in the reserves

Amount funded, M USD

$8.51M

11 funded proposals
1 proposal not funded

2 proposals recommended for funding
2 proposals not recommended for funding

Note: not yet approved by Board

Surplus funds returned to reserves

$0.67M

$1.97M

2012-13 Round 1

2012-13 Round 2

Reserves
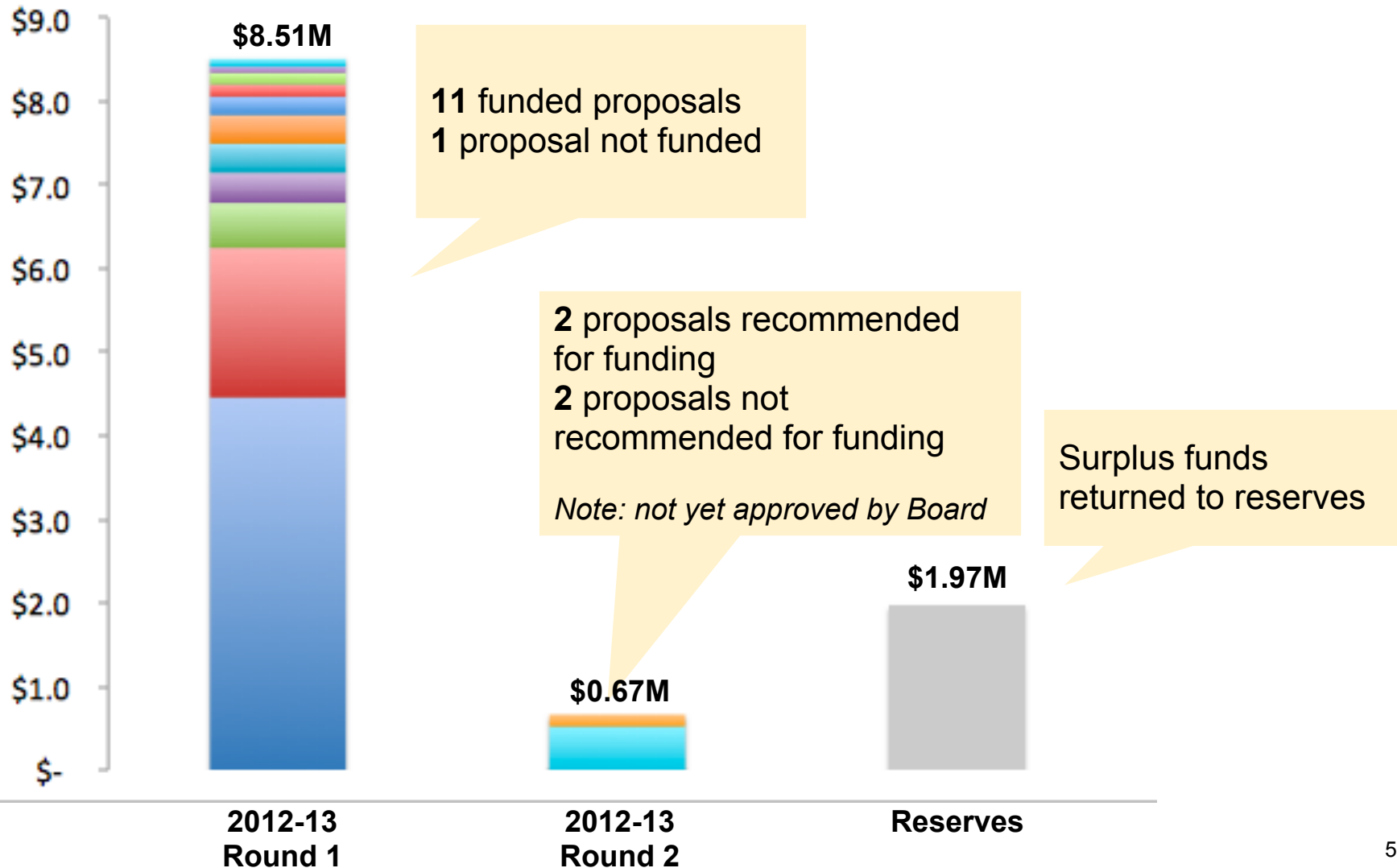
Testing, testing: all processes and systems

* WM UK (governance)

* WM France (two proposals)

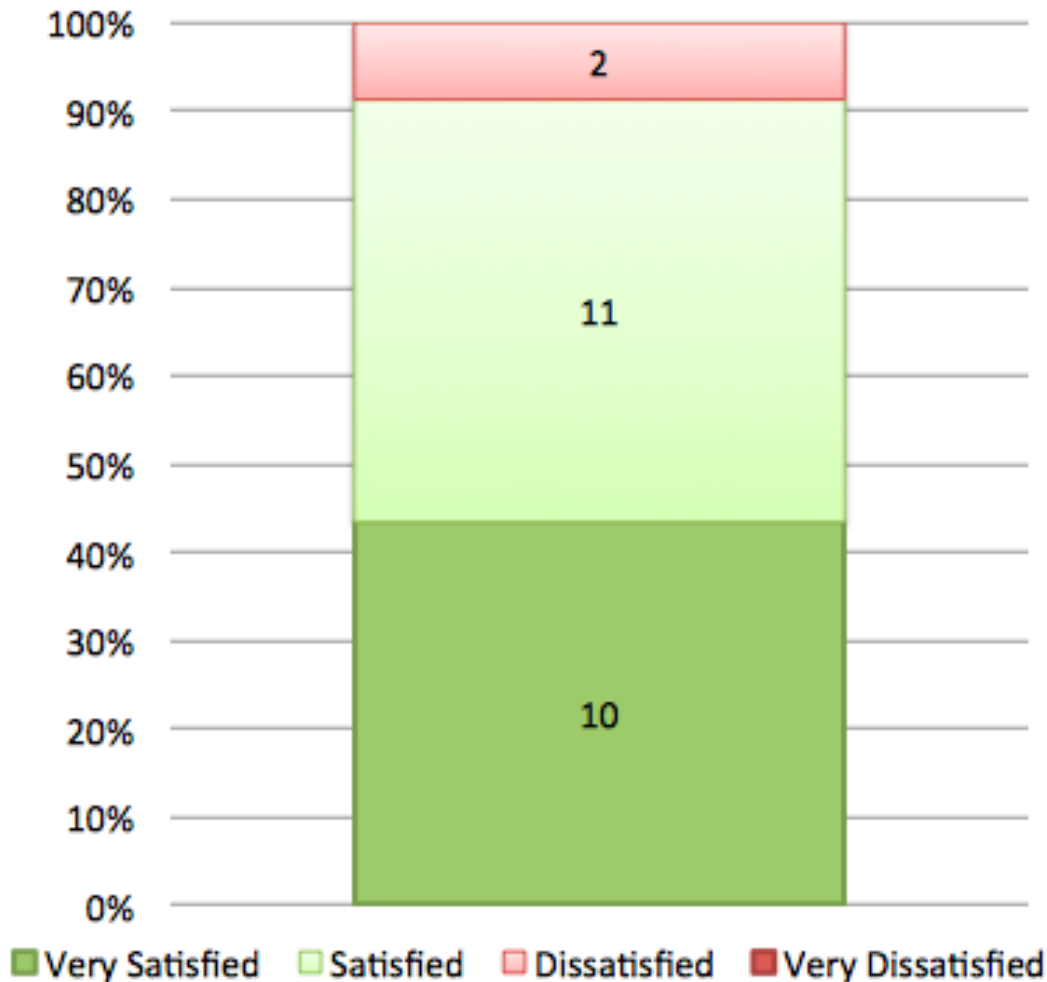* WM Hong Kong (appeal & complaint)

* WM Czech Republic (invalid FDC proposal)

* WMF (where does it fit?)

Survey findings: participants are mostly satisfied with the FDC process

Q: Overall, how satisfied are you with the FDC process?

100% — 2
90% —
80% —
70% — 11
60% —
50% —
40% —
30% — 10
20% —
10% —
0% —

■ Very Satisfied □ Satisfied □ Dissatisfied ■ Very Dissatisfied

*"requirements were **not communicated** well enough / **too time-consuming**"*

*" …it feels a lot like jumping through hoops, with the end result (and our jobs) being **based on the 'feelings'** of the FDC and the WMF ED…"*

*"The FDC process made it clear to our members that **activities need to lead to clear outcomes**"*

*"The FDC staff **feedback was mostly useful** and helpful "*

Survey findings: areas for improvement

Portal:
Difficult to navigate

Proposal Form:
Ambiguity; relevance of questions; template

Communication:
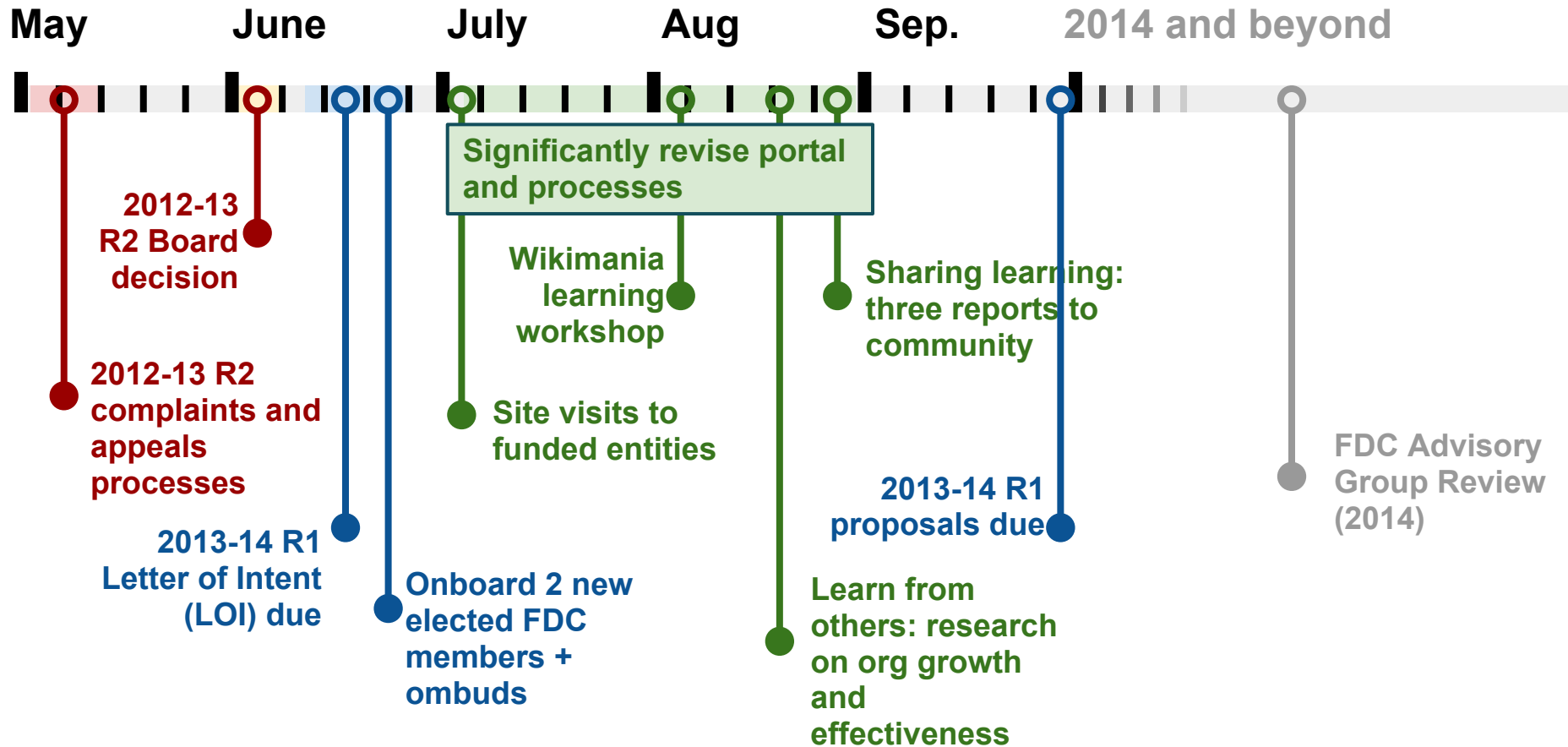Single point of contact; communication of deadlines

Impact:
Non-clear goals; few success metrics

Open question: Is the FDC a good mechanism to achieve impact?

Year 1: What we are learning

- The FDC process can steer organizations to **contextually appropriate models of growth and development.**

- **Small and medium entities have difficulty professionalizing** and diversifying funding, but still see institutionalization and FDC funding as next step. **Growing gap between global south and global north** chapters.

- Not all entities have **strong governance** in place.

- The **FDC proposal process is appropriately time-consuming and challenging** with respect to the amounts requested by participating entities.

- **Community engagement** in the FDC review process and in the development of each chapter's plans is critical.

- **Impact** is still unclear; next year we will more fully understand the impact of this year's US$10mn investment.

Focus of next quarters: learning and improvement

May **June** **July** **Aug** **Sep.** **2014 and beyond**

2012-13 R2 Board decision

2012-13 R2 complaints and appeals processes

Significantly revise portal and processes

Wikimania learning workshop

Sharing learning: three reports to community

Site visits to funded entities

2013-14 R1 Letter of Intent (LOI) due

Onboard 2 new elected FDC members + ombuds

2013-14 R1 proposals due

Learn from others: research on org growth and effectiveness

FDC Advisory Group Review (2014)

Open questions we are working to answer

- How can we create more modest expectations of resources (both in grant size and growth rates) and promote alternative models to institutionalization?

- How do we assess whether chapters are truly resource hubs for their communities?

- How do we scale the FDC process as more and more entities apply (and that's a good thing!)?

Agenda

- Overview Q1-3 2012-13: targets and achievements

- Grantmaking strategy: for now and the future

- Grants programs: design and execution

- Next steps, challenges and questions

Next steps

Immediate: Process (by June)	Short-term: Systems (by September)	Long-term: Learning (over the fiscal year)
● Clarification of processes and protocols (useful names; clear articulation of who, what, when) ● Roles and responsibilities for L&E, Program Eval, and Analytics teams established ● Learning conversations with different grant recipients ● L&E portal developed ● IdeaLab revamped (scope and design)	● Software to better track our grantmaking (Fluxx) ● Grants portals redesign ● internal "scoring" tool ● Committee criteria improvements ● Global South communities mapping ● Communications outreach to the community ● Brazil Program transition to partnership grant	● Organizational effectiveness and growth research (internal and external to movement) ● Platforms, toolkits and trainings for self-evaluation and learning ● Development and execution of Global South strategy ● Development and execution of gender gap strategy (facilitation) ● Compilation of case studies based on ongoing learnings

Our challenges :/
... and the help we need to face them :P

	Challenge	Request for help outside grantmaking team
Internal	Working together across **multiple teams** (Program Eval, LCA, Finance, Executive Department)	● Tighter coordination on approval process to enable FDC funds distribution (ED) ● **Garfield**'s time for site visits and financial reviews on proposals and reports (Finance)
	Measure the impact of program work across the movement (and understand our movement's grantmaking in that context); **clarify roles** and responsibilities of Grantmaking and Program Evaluation; better understand the roles of movement groups as resource hubs for communities	● Periodic reviews to ensure the moving parts of outcome and impact evaluation are working: Grants+Program Evaluation+Analytics ● Develop **self-evaluation tools** (Analytics) ● Develop comparable **impact metrics** across types of programs and across WMF activities (Analytics, PE) ● **Garfield**'s time for site visits (Finance)
	Lack of clarity in the shifting vision around the grantmaking and program development department: it's difficult, can detract from our work and confuse the community	● Give us time to test hypotheses and experiment (ED) ● Avoid changing names and titles unless needed (ED)
External	**Managing grantee expectations** around movement resources, growth, and compliance	● Effective **movement governance indicators** from the legal team (beyond checklists) (LCA) ● **Garfield**'s time for compliance and site visits (Finance)
	Appreciating **volunteer time** (committees, community) by using it effectively and efficiently	● **Tool for proposal evaluation** / scoring (Engineering) ● Development of learning portal in conjunction with Design and Program Eval (PE, Comm) ● Cross-coordination for community interactions with Program Eval (PE)

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Key Guiding Questions for the Grantmaking Team

- What are the right performance indicators for the grantmaking team (and disbursing money is not all we do)?

- How do we effectively balance the power dynamics of being both a donor and a movement actor?

- How do we learn better from failure and taking risks as a grantmaker and a movement?

- How do we measure impact that builds the enabling environment (e.g., motivation, excitement) vs. direct on-wiki activities? How do we develop comparable metrics across programs across WMF and the movement?

- Is our balance of funding right? How do we channel money to the most effective movement partners (whether chapters, movement groups, individuals, or other organizations)? How do we balance funding off-wiki vs. on-wiki activities?

Appendix

See: https://docs.google.com/a/wikimedia.
org/presentation/d/1hkSJt7rozGRqoaWyEWSJMkYAWzxx5ZHqcamldR_pVsw/edit#slide=id.gbfe0931b_0267