Funding and Grantee Programming and Intended Impact: North and Western Europe (NWE)[1] Wikimedia Funds, 2022

I. Introduction

The new funding strategy emphasizes learning, partnership, and iteration which has informed our approach to reporting. This year we are developing three reports based on the information that we have collected and hope to use these to reflect with grantees partners and Regional Funds Committees: 1. Funding distribution report, 2. Grantee programming and intended impact, 3. Learning and feedback from grantees and Regional Funds Committees about the new strategy and necessary iterations and adjustments.

This document is a regional summary of parts 1 and 2 of the report and its objective is to serve as an input for the collective reflection during our **NWE** learning session. Our discussion will be focused mainly on grantees' programming and intended impact. This learning session is part of Let's Connect Peer Learning program and is intended to be an open, safe and engaging place to share reflections amongst peers that can support our collective work and regional analysis.

II. Grantee's self-reported intentions in terms of strategies and impact

Note: The information gathered here is based on 100 grantees' application proposals for the General Support and Alliances Fund submitted on the Fluxx portal. We have tried to capture **global tendencies**, as well as highlight some things that may be specific to the **NWE region** with references to some specific cases that may be useful for further peer learning. This report was created to support understanding about programming across grantees and discussion for learning. This report is not an evaluative tool on grantee performance or statement of expectation from the Wikimedia Foundation. As recommended in the Movement Strategy the goal is to iterate, learn and adapt.

Main challenges grantees want to address

- In terms of Movement wide- challenges: Grantees are concerned about their **limited or diminishing volunteer base.** Grantees, particularly in **NWE** and CEE, express concern

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[1] Regions: Middle East and Africa (MEA), South Asia (SA), East, Southeast Asia, and Pacific (ESEAP), Latin America and The Caribbean (LAC), United States and Canada (USCA), Northern and Western Europe (NWE).

with a somewhat *"stagnant, overworked"* group of volunteers. In smaller countries, there is a concern about dependence on very few editors.

- Grantees want to grow and diversify content in line with the Movement Strategy focus on **Knowledge Equity**, and also work with partners to position Wikimedia projects as a *service* for their institutions to widen public access to open knowledge.
- A common challenge associated with Knowledge Equity, particularly in ESEAP, SA, LAC, and MEA regions is bringing in content that reflects local languages and culture, preserving cultural and heritage, re-writing histories and working with a decolonisation framework to address **knowledge injustices**.
- Diversity is also understood as a **greater geographical presence**, beyond urban centres and main cities.
- Additional movement-related challenges are, raising awareness of the value of Wikimedia and free knowledge, building organisational capacity[2] and partnerships that support grantees' strategic goals.
- Grantees also want to address wider **societal challenges.** Issues such as addressing policies that act as barriers to open access and free knowledge and **addressing global issues through access to better information**, such as climate change.

Main strategies and priorities

Geographical scope: 10 (58%) General Support in the **NWE** region are "local", focused on programming within a country, 1 aims to be regional[3] and 6 with global impact[4]. It is the region with the largest number of grantees with cross-regional or global work.

Thematic focus: Globally the leading strategies to address these challenges focus on programming related to **Education (70% of grantees)**, **Culture & Heritage and GLAM (69%)**, and **Diversity (69%)**. **NWE** priorities reflect the global tendency with some differences for instance, the higher prioritisation for GLAM and slightly less on human rights and climate change than in other regions[5].

Movement Strategy: grantees globally prioritise these two recommendations in their proposals - [Sustainability of the Movement](#) and [Invest in Skills and Leadership & Development](#). **NWE** reflects this global tendency and prioritises equity in decision-making slightly more than other

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[2] Improving their own organisational capacities and human and financial sustainability is also linked to grantees prioritising Movement Strategy recommendation 1 (**Increasing the Sustainability of the Movement)** in their work.
[3] Wikimedia Ireland Company Limited (Republic of Ireland and Northern Ireland).
[4] AvoinGLAM with those working in GLAM globally, Vereniging Wikimedia Nederland (Netherlands, Curaçao, Aruba and Sint Maarten, Suriname and Indonesia), Wiki World Heritage User Group (based in France) working in 10 countries in MEA and CEE regions, Wikimedia Österreich as a fiscal sponsor for Wiki Loves Monuments and CEE Spring, LGBTQ+, Wikimedia Sverige also leading international campaigns such as WikiGap, Wikispeech extension, the Content Partnership Hub and the Grand Tour of Wikimedia and Wikimédia France supporting the french speaking hub, WikiFranca.
[5] 17 out of 19 prioritised GLAM, followed by 14 prioritising education and diversity as top thematic areas, only 3 prioritised human rights and 5 climate change and sustainability. Although there are some NWE grantees starting to explore climate change as a topic for impact, such as Wikimedia UK and the World Heritage UG to discuss the impact of Climate Change on World Heritage.

regions[6]. The lowest priority in all regions is to coordinate across stakeholders and manage internal knowledge.

Contributors: Growing, diversifying, and sustaining

*"Experience has taught us that One-off activities do not 'stick': editor training needs to be supported with follow-up activities, one-on-one coaching, or support through social media. *best results are achieved through a combination of activity types" (NWE grantees).*

Recruiting new contributors is one of the main goals for 65% of grantees globally. There is a growing focus on underrepresented groups, prioritising diversity in terms of **geography, ethnic, cultural, racial, or religious backgrounds,** and **language. NWE** reflects this global tendency, language diversity being the top priority[7] (14 of 19 grantees) and socio-economic status, sexual orientation[8] and disabilities[9] the least (less than 7 grantees). It is interesting to note that gender seems to be a top priority when describing challenges, it does not appear in the top 3 priorities globally or in **NWE**. Age diversity is also not a top priority globally or in **NWE**, despite there being movement-wide discussions on the importance or working with youth or seniors[10].

Education and Culture, Heritage and GLAM, continue to be the top programmatic areas, with more than **60% of grantees** globally placing them as their main programmatic efforts to bring in new contributors.

Culture, Heritage & GLAM is seen by grantees globally as an entry point for professionals to become active organisers, potentially bringing in their own networks.
- There is a growing trend to offer wider, more **structured training in areas of interest to professional groups or activist networks**, combined with Wikimedia-related skills. This has proved important in regions such as MEA and CEE where professional development for some groups, such as Librarians, is not commonly accessible and where Wikimedia becomes an opportunity for this. This can also be an interesting form of engagement in some **NWE** contexts[11].

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[6] There are two components to sustainability of the movement namely human sustainability and financial sustainability. More recently at the 2022 Wiki Summit in Berlin, there was further discussion on the latter exploring different approaches to revenue and resourcing.

[7] For instance Wikimedia Norge is aiming to support the Language Diversity Hub. Wikimedia France and Wikimedia Spain are also focusing attention on minority languages. Wikimedia Ireland is seeking ways to engage in content campaigns that improve the representation of Irish built and natural heritage on Wikimedia Commons and Wikdata both in Irish and English. Wikimedia Netherlands with their cross-regional work and decolonisation framework are working to promote the use and conservation of the Papiamentu language in the Dutch Caribbean.

[8] There are a few grants prioritising this in NWE Austria (as fiscal sponsor) and Wikimedia Netherlands.

[9] It is worth noting that Wikimedia Israel is proposing with people on the autistic spectrum and Wikimedia Ireland with blind communities. Wikimedia Ireland has run an event about Alt Text with accessibility experts VocalEyes.

[10] Some grantees that selected "age" are focused on working with seniors, such as Wikimedia Israel and Wikimedia Suomi ry (Finland).

[11] Wikimedia UK's Connected Heritage is an example of this type of training with a wide call for participation and deepening engagement with a number of institutions.

- In **NWE** and USCA, where GLAM digital content partnerships are generally more consolidated[12], grantees are focused on expanding and finding ways to "institutionalise/or embed'' these processes so that it is part of the institution's strategy and funding. Also, so it is not dependent on the efforts of engaged individual professionals, as is often the case[13]. Related to this has been the challenge of embedding Wikimedian-in-Residence work in the institutions and scaling and making GLAM staff training more continuous so that a wider network of professionals engage as contributors. There are some good learning cases of this in the **NWE** context that may be interesting for peer sharing across regions beginning to engage with this model[14]. In **NWE** and CEE there are already some interesting collaborations with the professional association for museum workers such as ICOM[15].

Many grantees in the region are also focusing their expertise in **providing tools and peer support** services for other communities to expand their GLAM related work, Wikimedia Sverige, AvoinGLAM, Wikimedia UK and Wikimedia Israel are examples[16].

Educational programs: grantees globally prioritise broader awareness and literacy skills outcomes in their educational efforts[17]. However, many grantees globally expect these efforts will also bring in new editors through teacher and student engagement and "institutionalise" this in academic programs. It would be interesting to further measure if this is the case and how this can be scaled. Given the interest of new organisers that have come from educational

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[12] Many grantees in NWE with years of GLAM experience are already a reference in the context for digitising and opening up collections, this has also been facilitated in countries where open knowledge in GLAM has become a more common practice. A good example of this is Wikimedia Sverige (Sweden) that has partnered with hundreds of organisations and is now a "*go-to resource for most of the GLAM community in Sweden*".

[13] For instance Wikimedia Italia is focusing attention on working with 5 institutions to fully support their Open access policies, beyond digital collections in public domain, but to promote "*Openness in the whole institution*".

[14] For instance the work carried out by Wikimedia UK with the National Library of Wales with their National Wikimedian and the British Library and Wellcome Collection.

[15] Wikimedia Switzerland and others co-organized the annual International Museums Day with them. WMCH also organized a collaboration around the red list for Afghanistan. And WMCZ has their new collaboration too, which was shared at the meeting in Prague.

[16] For instance Wikimedia Sverige (Sweden) with the Helpdesk is aiming to support volunteers and affiliates and Improving, maintaining and building crucial software tools needed for content partnerships (ie. ISA Tool and Pattypan, and OpenRefine). Wikimedia Israel with the creation of the dashboard's for GLAM institutions. AvoinGLAM is seeking to support the global community of practitioners by producing webinars, blog posts, podcasts, handouts, lightweight case studies. They are also designing "The GLAM School" and are currently interviewing stakeholders to explore the best way to create peer learning resources and spaces. Wikimedia UK also provided mentoring around Wikipedians in Residence programs.

[17] For instance Wikimedia UK, working in partnership with the higher education sector with the Wikimedian in Residence programmes and the creation of open knowledge through Wikimedia in the classroom assignments. They are intending to scale this to a UK-wide offer for secondary schools with multi-partner funding and support and hope to promote Wikimedia within national education curricula. Also Wikimedia Israel is working to train teachers. An individual grantee in Spain is working with 7 different University groups (including their equity offices) and the Valencian Ministry of Education. There is an expectation that this partnership will enable young people to join the movement.

programs and train-the-trainer program[18], the main value in terms of new contributors, may be in creating a community of organisers that can multiply awareness-building work[19].

Campaigns around topics of interest[20] are seen as a straightforward entry point for newcomers, but also for emerging user groups[21]. In many regions, such as LAC and MEA these have been a way to collectively engage activists around gender, climate change and human rights[22].

Entry through organised groups or institutions: Grantees are also seeking to bring in newcomers through non-GLAM organised groups (collectives, universities, NGOs, professional collectives, etc) to tap into their dynamics and areas of interest and seek a more "collective" entry into the Movement. Developing specific campaigns is also a strategy used to reach specific underrepresented groups as content contributors[23].

Many grantees across different regions are starting to **question the value of single edit-a-thons/workshops** and are keen to discover new ways of engaging contributors through multiple formats, more tailored to their interests and more "people-centered"[24]. Grantee across regions are exploring approaches, such as ongoing activities that scale the types of contribution and offer continuous follow-up contact, more informal volunteer meetups[25], a variety of hybrid training options, some of these linked to professional development opportunities and microgrants to decentralise activities on a more regular basis. Others are focusing attention on improving online tools[26] and educational material to facilitate contribution.

Some grantees in the **NWE** region are also exploring how best to mobilizing activities **across programs** i.e. education and GLAM, as they have learned that this transversality can prove more cost/effective, prevent silos, and be more engaging for contributors[27].

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[18] https://meta.wikimedia.org/wiki/Education/Reading_Wikipedia_in_the_Classroom/ToT Training of Trainers (ToT) program aims to support community members to become Certified Trainers of "Reading Wikipedia in the Classroom". It is currently in its third cohort and has certified over 50 trainers, of which trainers from NWE makeup 7% (with 4 participants from Spain, Ireland and Italy participating).

[19] For instance efforts that are being made by Wikimedia UK, Wikimedia Israel and an individual grantee in Valencia to work with communities of teachers to multiply awareness initiatives.

[20] The most popular campaigns are: WikiLoves Monuments (the most global involving all regions). For images linked to articles: Wikipedia Wanting Photos (WPWP), WikiLovesFolklore. For Articles: Art + Feminism, WikiForHumanRights, 1Lib1Ref and WikiGap.

[21] For instance, a lot of Wikimedia Malta's programming revolves around international campaign participation.

[22] Wikimedia UK is seeking to identify organisations to pilot and evaluate joint initiatives related to climate change. #Wiki gap is an interesting example. Wikimedia Israel for example has editing courses specifically for women.

[23] As Wikimedia Norge (Norway) they have benefited from 'piggy-backing on already existing structures, such as the Norwegian Queer culture year 2022, gender balance initiatives and initiatives for indigenous people". Among the advantages with this approach is that it costs less resources to reach a bigger audience.

[24] This was particularly highlighted by an individual grantee in Spain, who emphasised the importance of activities that participants said had been "fun".

[25] For instance, Wikimedia Spain is testing a series of monthly Wiki cafes and Wiki takes, online training. Wikimedia Israel is developing an online editing course in Arabic, to become available in Israel & throughout the movement. AvoinGLAM is also combining the development of educational resources, with Hack-a-thon type events (Hack4OpenGLAM, a global online co-creation event). Wikimedia Netherlands is experimenting with a combination of more than 45 events from monthly women's and lgbti- writing meetups to developers Hackathons.

[26] For instance, Wikimedia Portugal is hoping to work with automated tools to allow newcomers to contribute

[27] For instance an individual grantee in Spain reflected that in 2021 activities and partnerships were successful when linking them, for example, and educational and GLAM working on joint content contribution initiatives.

There is a clear need for more understanding of different audiences and possible, **creating different volunteer paths/journeys[28],** and having a **volunteer management system to** track these effectively - this involves not only technologies to do so (like a movement-wide CRM)[29], but also investing in staff/team's skills, time, procedures and resources to do this. This also involves the longstanding issue of having accessible tools to **measure retention**.

Many grantees view bringing in **new organisers and retaining these** as a more relevant aspect than focusing solely on editors- more organisers are seen as a way of offering newcomers to find a supportive path into the movement. 89% of grantees in all regions set a target for organisers. A key challenge is how to create **skills development paths** for organisers' and give them the necessary on and offline tools to multiply their work[30]. Despite this, most affiliate-led training and programming globally is still editing-centered.

Transferring capacities: More experienced grantees or those with regional/global influence[31], are focusing on creating **capacities for other grantees or affiliates** to bring in newcomers or by organising spaces, and technical or financial support for newcomers to connect[32] Grantees in the NWE and CEE are also seeking to strengthen regional affiliate networking and support through piloting Hubs structures and shared services.

Addressing harassment and creating **safe environments** is recognised as key in newcomer engagement, as well as Movement Strategy and Universal Code of Conduct. However, only **15% of grantees globally** mentioned something related to this area in the strategy description of their proposal. Perhaps this requires greater prioritisation and resource investment - training in skills and mechanisms that address these on a cultural and procedural level, and involve longer-term editors and administrators. Those that *do* mention developing specific strategies in their community programs to promote safe environments for newcomers and to try to find ways to make long-time contributors or on-Wiki admins more sensitive to newcomers' needs and support. Others are doing specific training in areas related to stress and interpersonal conflicts and conflict resolution.

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[28] Wiki in Africa is aiming to document stages in a "participant's journey" from "observers" to organisers, to identify what participation looks like in each stage and the support services that are needed in each stage.

[29] Customer relationship management (CRM) are traditionally known as technologies for managing relationships and interactions between customers and potential customers, but that have extended to social management and movement systems. There is a need for a collective infrastructure rather than each organization developing a fragmented set of tools to communicate and track contributors.

[30] The Campaigns Team at the Wikimedia Foundation recently launched the Organiser Lab. The training seeks to provide a structured way for organisers to refine their abilities, learning how to design campaigns and other effective calls to action to address strategic knowledge gaps on Wikimedia projects.

[31] Such as Wikimedia France or Wikimedia Austria

[32] Wikimedia Austria is hoping to connect volunteers on local, national, and international levels by organising meeting spaces, and exchanges, and giving them support for this (travel funds, tech support, etc). Wikimedia Netherlands is seeking to work with grassroots organisations in former colonial territories and to learn more about working in different cultural contexts with a decolonisation framework. The World Heritage Group working in countries with no affiliates. Lingua Libre is supported by Wikimedia France, which supports newcomers contributors in minority languages from all over the world.

Grantees recognise the importance of **social media** and communications outreach, and few have detailed strategies to reach and target new audiences.[33]

In the past grantees have developed specific tactics to bring in youth such as Wikicamps, through Wiki Clubs, games[34] and partnerships with educational institutions. However, globally **"youth" does not seem to be prioritised** in programming or in further experimenting specific tactics and investments to work with youth and guarantee safe participation.

Content contribution

"*Classical editor retention on the online projects is mostly* dependent *on factors that are beyond the influence of individual affiliates, hence most of us stopped using this as a classical goal and/or metric. Organisers on the other hand are in the realm of affiliate work and influencing and retaining these volunteers is a major goal for us, that we also want to measure.*" (NWE grantee)

For 60% of grantees, content contribution is one of the main focuses of their work. Grantees prioritise content gaps related to **gender, geography, and language**. Less prioritised are those related to socio-economic status[35] and sexual orientation. There are some regional variations, with contents relating to cultural/ethnic diversity more prevalent in the MEA, LAC, ESEAP, SA regions, whilst "topics of impact" in USCA.

While 70% of grantees are working on more than 2 to 3 projects, **Wikipedia is still the central focus** for 80% of grantees. 60% of grantees in the **NWE** region are working on more than 2 Wikimedia projects, mostly combining Wikipedia, with Wiki Data, and/or Commons.

There is a growing interest in **Wikimedia Commons[36] and Wikidata[37]**, as tools to *service* key partners by digitalizing and making them more accessible. The **NWE** region is exploring important partnerships with governmental, educational, and GLAM institutions to open valuable databases that have an important public value. There is an opportunity to document interesting Wikidata case study uses, particularly with data that includes GLAM partnerships and addresses knowledge gaps – for instance related to culture and heritage[38].

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[33] For instance, Wikimedia Suomi ry (Finland).

[34] Wikimedia France is developing Wikeys board game which aims to make young people understand the methods of contribution and governance on Wikipedia.

[35] Few countries in most regions are focusing on socio-economic issues, but even less so in NWE.

[36] Seen as an opportunity for digitising knowledge - particularly with GLAM institutions or professions (such as photographers). Also to diversify the way knowledge is shown - incorporating more audio-visual resources.

[37] As a new opportunity to showcase the value of mass open / free information, particularly with GLAM partnerships.

[38] Wikimedia Sweden and Wikimedia Czech Republic is an interesting case of partnerships for Wikidata contributions, the former with international NGOs and linked to gender gap). The national libraries of France and Germany are experimenting with Wikibase to make structured cultural data more accessible and interoperable. They want to develop authority files that can connect library records to museum objects, archival documents and research data, fostering a more diverse community of practice.French national entities file (FNE) project overview. GND meets Wikibase (Barbara Fischer, 2020). Wikimedia UK has this interesting research project involving Wikidata. **Other innovations to look out for:** The World Heritage UG is working on Wiki Loves Dataviz to visualize data in a more comprehensible and intelligible way around built and cultural heritage. Wikimedia User Group of Aotearoa New Zealand has created a Wikidata Fellowship. Some communities like the Dagbani User Group (Ghana) are focused on describing Wikidata labels in Dagbani. The Analysis & Policy Observatory (Alliances Fund grantee) is using Wikidata

A small group of grantees are working on **smaller Wikimedia projects,** mostly newer grantees in underrepresented communities in SA, MEA, and LAC. Smaller projects are seen as easier entry points for knowledge equity because they allow contributors to work with primary sources, such as archival documents, images, and audio-visual material. However, there are ongoing questions about the readership scope of this content and some uncertainty about future Movement-wide investments in these smaller projects. It is interesting to see 3 grantees in **NWE** investing in content in smaller projects, such as Wikisource, Wikivoyage and Wiktionary[39].

Some of the **more common strategies** to mobilise content are:

Campaigns (55% of grantees globally participating in these) that provide structure, straightforward tasks, and connection to organised interest groups, as well as means for larger gratenes to support other Wikimedia communities globally.

GLAM partnerships 69% of grantees globally are working in this area to digitalise and open collections. There are some regional differences in the way **GLAM partnerships** mobilise content contribution, and this requires different approaches and levels of grantees' efforts and investments[40]. In **NWE** longer term GLAM partnerships have allowed for various content contributions, such as mass uploads, Wikimedia in Residence, joint campaigns, amongst others. A shared challenge for several grantees in the **NWE** region is how to best priortise funds and efforts to tailor support for both smaller GLAM partners, whilst maintaining partnerships with larger institutions seeking embedding Wikimedia work in their institutional strategy[41].

There are some interesting **innovations** happening in the **NWE** region, focused on preserving **culture and heritage**. Some larger affiliates with the inter-regional scope, and given their colonial history, are working on content that has been underrepresented with a lens of decolonisation[42] or in efforts to protect cultural and heritage in crisis situations[43]. There are also initiatives to work on intangible cultural heritage in video formats[44] and language revitalization

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[39] Wikisource: An individual grantee in Spain, Wiki World Heritage User Group. Wikivoyage: Wiki World Heritage User Group.Wiktionary: Wikimedia Israel and Wikimédia France (in various languages).

to upload information related to organisations and reports focused on First Peoples policies. OpenStreetMap Indonesia intended to work with youth to link Wikidata to Open Street maps to enrich knowledge about historical infrastructure.

[40] In MEA and CEE individuals related to institutions may become engaged as a professional development opportunity, bringing in their institutions, often with difficulties in engaged institutional leadership. In LAC content contributions with Wikimedia are seen as an opportunity to engage with issues that are not yet receiving widespread public attention or funding, such as digitalisation, conversation, decolonisation or concepts such as visual literacy.

[41] An individual grantee in Spain is also trying to find ways of tailoring support for smaller GLAM partners not able to finance Wikimedian in Residence programmes. Wikimedia Italia is trying to do this with a "funnel" strategy, with broader support for a larger number of institutions (500) and more focused support as they move down the funnel.

[42] For instance, Wikimedia Netherlands in the Caribbean.

[43] The World Heritage User Group is working on #WHindanger to document several sites especially in countries without affiliates like Libya and buildings of world heritage cities listed on Wikidata,Wikipedia and Wikimedia Commons.

[44] World Heritage UG: is promoting the #WHintangible UNESCO Intangible cultural heritage contest to represent traditions, ethnic lifestyles and culture in video format.

and preservation[45].

Educational partnerships (40% of grantees mention working within formal educational institutions globally). As mentioned before, whilst many are more focused on building awareness, content contribution is often a desired outcome.

Edit-a-thons are still one of the main content-generating events for grantees globally, despite interest in testing new approaches.

Raising awareness, advocacy and acting as key pieces of the "movement infrastructure"

Many grantees globally, particularly affiliates, believe their work goes **beyond content and contributors** and value their role in **raising awareness of the value of Wikimedia and Free Knowledge**, bringing in partners to the Movement's work. **Promoting spaces for national and regional discussion and advocacy of open access public policies,** is a particular area of work of affiliates in the region.

There has also been a focus in GLAM work to promote open access policies and practices[46]. In this area, some of the common strategies involve **developing workshops or presentations** with various stakeholders such as libraries and cultural institutions, government bodies, non-governmental organisations, and educational institutions. Grantees, particularly in contexts where funding for libraries and/or cultural institutions is more complex, call for **more introductory and contextualized research-based case studies** and materials to support this advocacy work, as grantees find themselves alone in this task of finding, documenting, and presenting these cases. However this is often a need expressed by experienced **NWE** grantees, as well.

Grantees focused on educational programs are also focused on awareness-raising around Wikipedia as the world's most open educational resource and a pedagogical tool to help develop media, literacy, and information skills, but also on wider open access policies in education.

Other grantees, go beyond general information-sharing and are supporting institutional partners, particularly libraries and/or cultural institutions, to embrace open access practices. This involves **training on intellectual property, copyright, and digital rights** and participating in national debates on policies related to these issues.[47]

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[45] For instance, Wikimedia UK and Wikimedia Norway in language revitalization through Celtic Knot/ Arctic Knot conferences. Wikimedia Norway also with the Language Diversity Hub.

[46] For instance Wikimedia Italy's Empowering Italian GLAMS and Wikimedia France's open access report and new label.

[47] Wikimedia France is working to increase the number of public organizations that have adopted or deployed an "Open" policy in France and hope to build awareness-raising tools for the general public through campaigns, youtuber visibility and working with public authorities and public press and digital commons community in France. Wikimedia Portugal Wikimedia is using Wikimedian in Residence positions to train staff of the partners on how to use tools

Building organisational capacity

Despite being a challenge/issue that grantees want to address, only **38% of grantees globally** explicitly describe specific organisational capacity strategies within their proposals. Globally, much of the "training/skills development" initiatives are targeted at the wider contributor community, and strategies and investments focused on internal training are less explicit. It is interesting to note that few grantees explicitly include strategies to work on **governance and leadership skills**[48] **and capacities to improve volunteer management and communications outreach**.

Some **common strategies** grantees globally are: developing longer term planning, empowering decentralised groups or organisers, and **expanding staff or volunteer teams** in key areas such as educational, and GLAM program managers[49]. Some grantees are concerned about improving recruitment practices and staff management.

In **NWE** developing fundraising strategies to further diversify resources to expand programs and partnerships, and not rely on the Wikimedia Foundation or a small number of donors, is seen as key element in building capacities[50].

It would be important to explore and test new ways of more continuously and impactfully supporting organisational capacity building, either as a component of grants that can be used for training and consultancy or through Foundation-funded working with partner **organisations/service providers with contextual knowledge and expertise**.

Learning and evaluation

This is a collective challenge!

There are very interesting questions about what grantees want to learn. Grantees do not want to stick to the "core metrics'' around content and contributors. They are striving to tell fuller stories of their impact, particularly their value in **skills development, raising awareness, bringing in key partners, developing future organisers, and acting as key Movement connectors and drivers of Movement Strategy**.

Many grantees feel they do not have the team, resources, or tools to measure these in more depth and therefore limit themselves to the core metrics. We have learnt this year that we have to work with grantees to support them in better defining metrics that make sense for them and

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such Open Refine that enable the free sharing of large catalogs of media and metadata, as well as copyright training. Wikimedia Österreich is also doing this by supporting the EU advocacy group and local civil society partners on a national level and leading independent campaigns for free licenses in public broadcasting.

[48] Larger grantees that mention this explicitly: Wikimedia Argentina, Art + Feminism and Wikimedia Netherlands.

[49] To reduce volunteer burnout, affiliates are also now able to consider outsourcing more mundane operations or budgeting for consulting services to support their skills gap.

[50] Wikimedia Sverige is experimenting with local fundraising through street fundraising and fundraising through social media as well as more long-term project grant applications (for instance to the UE) with other affiliates. Wikimedia Netherlands is also seeking to expand their network of donors and grant proposals.

for their region and include this in capacity-building efforts and prioritise this within the funding. It has been overstated, the Foundation should invest in user-friendly tools to support grantees in this analysis across many editors and content-creation activities.

Here are some of the questions grantees stated that **NWE** grantees wanted to learn about as a result of their work.

Area	Learning question
Contributors	- What is the best strategy to retain volunteers? What keeps them returning? - How to promote training that is relevant to what people want to learn? - What are the needs of organisers? - How do Heritage professionals interact with Wikimedia Projects?
Content contribution	How are contents used? What is their value for readers?
Awareness-building	- Which strategies work more to promote awareness? - How to retain and maintain strategic partnerships that contribute to longer-term growth, diversity, and Free Knowledge? - How many people did our message (communications) reach?
Capacity-building	- What is the impact of micro-funding and how is it begun used? - What skills are needed to collaborate with local wikimedian communities? - How strong are we to increase programming volume? Are there enough human resources to achieve our goals? - How to best manage the relationship and workload between a volunteer board and growing paid staff.
Safe and inclusive spaces	What tools and methods can be applied to promote respectful discourse, a safe environment, and a supportive approach toward new editors?

So, are we collecting and taking the time to analyse information that will help address these questions?

Here is a summary of some of the main metrics in the proposals, with some questions about improving ways to capture this data, some important gaps and also open questions about this way data can be presented, so it is useful for grantee's analysis.

Contributors: Over **80% of grantees globally** have metrics and targets for the number of participants, editors, and organisers. Less than a third disaggregate data beyond this: **new or existing** (32% of grantees), **retention** (22% have metrics but with different definitions and timeframes)[51], **diversity** (11% have metrics to capture how many contributors from underrepresented groups[52]), and **feedback** of participant's perceptions[53] (21% of grantees but

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[51] Wiki Loves Monuments Organising team will be conducting a data analysis to understand the retention of editors after 3, 6, and 12 months after the competition is over to analise the impact of follow-up intervention (such as thank you messages and invitations).

[52] Those that do hope to measure this hope to do so in event registrations or follow-up surveys. Wikimedia Spain and Sweden are interesting cases, as they have targets for specific characteristics, such as organisers that are women, from rural areas, and in the base of Sweden using specific bot tools to collect this information.

[53] Few organisations globally have a set target in terms of % of satisfaction from participants.

only representing 1.3% of participants) and **volunteer hours** (14%)[54]. It will be hard to measure effective strategies and results without more grantees being better supported to measure this. Of the few grantees gathering feedback, surveys are the most common, very few are doing in depth interviews or focus groups or individual storytelling[55]. <u>An innovation to look out for:</u> France is including a "Volunteer Happiness Index", inspired by the UN measurement model[56].

Training: only 20% of grantees globally are collecting data on participants' perceptions and a few of them go a bit more in-depth to see if their awareness of Wikimedia changed or if their skills learned will be useful for them in practice[57].

Content contributions: Grantees' metrics are mostly focused on the number of contents per Wikimedia project (89% capture these). **35%** of grantee globally disaggregate the type of contribution, **10%** are collecting data to analyse content use/quality[58], **5%** disaggregate content targets per knowledge gap.

Awareness building: It would be interesting to discuss what are the specific outcomes we hope to see with this awareness raising and ways to find if the tactics used are effective and how this could be measured[59].

Organisational capacity: Many grantees feel they don't have the capacity or time to measure some of these organisational aspects. Others may do so, but use this for internal measuring and learning and have not included this in their proposal metrics - although the open metrics space in the form encourages them to do so.

Partnerships: Only a small number of grantee partners explicitly mention metrics related to gathering feedback from partners through surveys or conversations to document learning and communicate this.

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[54] For this metric to be useful in the future, both for internal organisational measurements as well as analysing cross-regional volunteering dynamics, it would be necessary to further discuss the parameters and what the metric could indicate in terms of volunteer dedication/engagement, effectiveness/efficiency, and healthy workload.

[55] Wikimedia Spain is carrying out surveys 30 days after activities to understand motivations to continue participating or not. Wikimedia Spain is also hoping to do in depth interviews with community members to better understand their satisfaction, diversity, inclusion and what enables or acts as barriers to participation. Wiki in Africa (South Africa with regional influence) is hoping to carry out focus groups with women organisers they support. The grant project "Theory of History" in Brazil is carrying out video stories of participants, and Whose Knowledge is carrying out interviews and blog posts.

[56] This seeks to capture feelings of being heard and respected by the affiliate and able to contribute in a safe environment, initiate projects, and be recognised. They hope to collect this data once a year to track changes and ongoing challenges.

[57] Wikimedia France for example is going to test 150 young people under 18 that played the Wikeys game to measure skills and knowledge acquired.

[58] However there are some interesting examples in the **NWE** region: Wikimedia Belgium established a goal of 20% of images related to heritage used in Wikipedia projects. Wikimedia UK hopes to measure the number of views of images and articles released/created directly through their programmes to have an understanding of Wikimedia UK's reach, setting a target for articles (123 million) and images (5 billion).

[59] For those working in educational programs, particularly in the Reading Wikipedia in the Classroom framework, there are clear guidelines on how to include awareness-raising metrics and tools to measure this, however, more grantees need to formally incorporate these examples into their grant proposals metrics and evaluation tools.

An overview of some of the metrics grantees included

Contributor metrics:

Grantee partners hope to bring in almost **103K** participants[60], of which **50%** will be editors[61] and **3%** organisers. It is interesting to note the important number of contributors grantees hope to involve in their work in comparison to these Movement-wide proxy indicators.[62] **NWE** target for **participants is 32,000** (31% of the global target), with the UK contributing 25% and France 16%. The average number of participants per grant is 1.800, but the range in NWE is wide with 11 grants under this average. 7 are small grants (under $65k)[63]. Others may have lower targets, as they are focused on testing new approaches and partnerships, or investing in tools and services to support other communities[64].

The target for **editors is 12,000** (22% of the global target), with Austria and France contributing 42%. The average is 720 editors per grant, also with quite a big range between grantees. Again, 11 grantees have editor targets below this average.

The target for **organisers is 1300** (40% of the global target). The average number of organisers per grant (75) is more than double the global average (33). In NWE most grantees are clearer in defining organisers as mostly volunteers (non-paid staff)[65]. Those contributing the most are Sweden, Austria, and the United Kingdom, 13 grants are under this average, probably for the same reasons that apply to participants and editor targets[66].

It is interesting to note how grantees' targets compare to Movement-wide data on the percentage of participants, editors and organisers in each region. The arrow indicates regions where grantees have higher editor targets than the global editor share. MEA and CEE are higher, USCA, **NWE** and ESEAP lower and LAC and SA are very similar.

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[60] The application guidelines provide this definition of participants: "individuals who attend or benefit from the proposal's activities, either in person or virtually. This does not include social media followers, donors, or others not participating directly".

[61] The application guidelines provide this definition of the editor: "people who edit Wikimedia projects, creating or improving content as a result of grantee activities".

[62] The Foundation is still working on collecting more precise Movement-wide data for these same contributors metrics.

[63] Those above the average are generally larger grants such as, Israel, Austria, Netherlands, Sweden, United Kingdom, France.

[64] Wikimedia España, Wikimedia Suomi ry, Wikimedia Norge, Wikimedia Italia,Wikimedia Portugal, Wikimedia Malta.

[65]For instance, the definition offered by Wikimedia UK: "*A lead volunteer is a person who is involved as an event organiser, trainer, facilitator, project coordinator or conference speaker. These are trusted volunteers and community leaders who are in charge of projects by coordinating and taking accountability for their successful delivery, dissemination, completion, and reporting; serving as a resource and support for other volunteers*."

[66] Wikimedia Belgium does not establish a target for organisers.

Regional comparisons with Movement-wide data

|	% of overall funding	% of target editors in grantee-led work	% share of active editors (movement-wide data)
MEA	17%	⬆ 13%	3%
ESEAP	11%	5%	18%
LAC	11%	6%	7%
SA	2%	5%	6%
NWE	31%	22%	31%
CEE	11%	⬆ 22%	14%
USCA	17%	⬆ 28%	17%

The purpose of aggregating data is not to rank or value grantee's work based on their level of contribution. It is important to first consider that these metrics should always be contextualised. Grantees with higher funding but a smaller number of participants, editors, or organisers are often making efforts in terms of training or researching and testing new approaches, or bringing in smaller groups from underrepresented communities.

However, can aggregate like this serve as benchmarks and useful for grantees to review their targets - comparing their targets with grantees with similar programs, funding, or contextual dynamics? Can they be helpful for newcomers that often express that they find it hard to set targets when initiating their work. Look at the images below and think of how aggregating and presenting the data like this can be useful for your work and regional understanding?

Global editor targets by grantee country (global comparison)
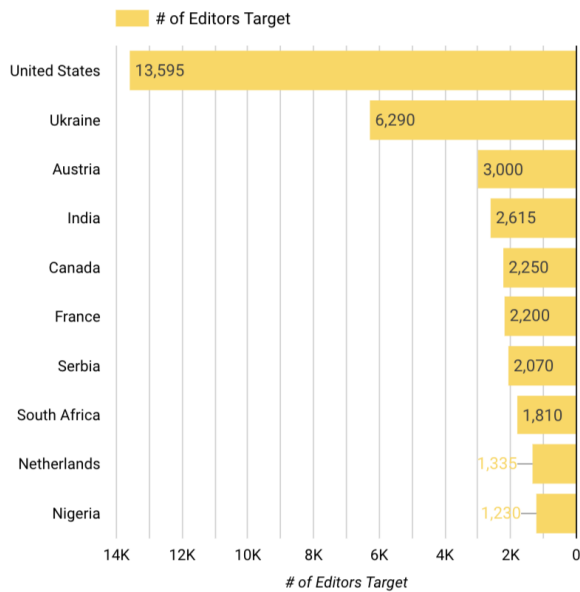
Organisers targets by country within the NWE region
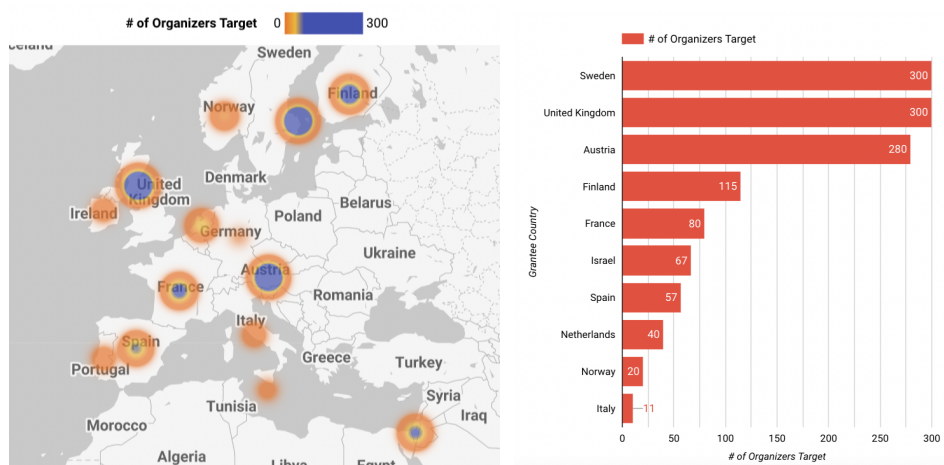
Another way of analysing this data is by **grantee-type**[67] or project-focus: Here is an example of how different grant projects could be classified. *Would this also be a useful way to analyse these metrics?*

- **Lower contributors:** 18% of grants globally are contributing less than 100 participants, these are mostly Alliances Funds, newer grantees in several regions and most type A or B .
- **Middle contributors:** 32% of grants globally are aiming to contribute between 100-500 participants. The average funding per grant in this group is 60K. Their programmatic work is focusing on a greater diversity of contributors and/or activities that bring in fewer participants, such as advocacy or unique content or audiences. They are mostly Type B grantees.
- **High contributors:** 30% contribute between 500-3000 participants, with an average of 130k of funding. They are mostly the type C grantees in each region, with some exceptions.
- **Top contributors:** 9% are contributing between 3,000-12,000 participants, and their average funding is 350k, and they mostly type C grantees.
- 11% do not report participants' metrics as they are hoping to further define their learning and evaluation plan during implementation or are more focused on research, training or advocacy.

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[67] This is not a definite or absolute classification. It is only an analysis of some common variables (with existing data) that allows us to see if there are commonalities or differences between grantees with some common characteristics. It is not meant to imply that there is or should be an aspiration to move from type A-C. **Type A** includes the individuals or smaller recognised or unrecognised user groups, many are first-time grantees with more project-based initiatives. Those that are recognised will most likely have a tenure of less than 3 years. Will probably be smaller in terms of members (less than 30), and mostly volunteer-run. Many will not have established governance structures (such as boards or governance policies). They may be starting to engage with local or regional partners to develop their programs. (ie. Wikimedia Haiti or Wikimedia Bolívia). **Type B** are recognised affiliates with some grant history that are growing in programs and working towards "professionalising" their organisational structure with a few staff members. Will generally have more than 30 members and might have emerging governance structures and policies. They will probably have a history of 1 or 2 important partnerships that support their programs (ie. Wikimedia Colombia). **Type C** are affiliates (recognised user groups and Chapters) with a longer tenure (+6 years), over 50 members, a history of annual plan grants, operate several programs and include more staff. Many of them have several strategic partnerships, some of them over a course of several years. Most will have boards. Many of them will have activities focused on a regional or inter-regional scope.

Content metrics:

Wikipedia: 80% of grantees are planning to contribute to Wikipedia stating an estimated goal of **201K** contents, between improved and created articles. **36%** disaggregate the data, stating whether they will be items improved or created or provide a description of the content. **NWE** aims to contribute **75,000 articles created or improved**, representing **37%** of the global target for articles created or edited on Wikipedia. This is largely due to the history of larger chapters (type C grantees) with a lot of years of experience contributing content with a wider editor base and able to improve or edit over 10K per year[68]. Those contributing smaller amounts, also emphasise that they are more focused on contents related to knowledge gaps[69], on contributing to different language Wikipedias[70] or concentrating more efforts on other Wikimedia projects[71].

Wikimedia Commons: 61% of grantees are planning to contribute to Commons stating an estimated goal of **1.1M** contents, between improved and created. **80%** disaggregate the data to say whether it is new or improved. **NWE**: aims to contribute **771,000** (**68%** of the global contribution target). **NWE** is unique in that 100% of General Support grantees (17) grantees are contributing to Commons. Within the region, Wikimedia Sverige (Sweden) accounts for 70% of this, largely because of its history and capacity to engage in multiple GLAM partnerships, and as an active batch editors history[72], this is followed by Wikimédia France with 10%. The rest of the grants are divided with quite a big range: 10 grantees with less than 17,000 files per grant, and 4 above 20,000.

Wikidata: **53%** of grantees globally are planning to contribute to Wikidata stating an estimated goal of **1.7K** contents, between improved and created items. 27**%** disaggregate the data, stating whether they will be items improved or created. There is an increase in the tendency for more grantees to use Wikidata, as a way to link this to Wikipedia and Wikimedia contributions and open up knowledge of public interest. **NWE** aims to contribute **946,000 data items**, 54% of the global target. There are 13 grants contributing to Wikidata in the region[73]. Wikimedia UK contributes 74%, followed by AvoinGLAM with 11%. The rest of the grants are divided with quite a big range from 60-50,000 data items created or edited.

In all regions, further descriptions are needed from grantees to understand what some of the data contributions imply. For instance, what items edited or revised means. Also, we may want to distinguish the creation of a new dataset on Wikidata from the migration of an existing dataset to Wikidata. They're both valuable but take different amounts of effort.

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[68] Such as Wikimedia UK and Sweden contributing over 10K to articles improved or created
[69] Wikimedia Spain and Wikimedia Ireland
[70] Such as Israel contributing to Hebrew and Arabic
[71] Such as Wikimedia Suomi ry (Finland) and Wikimedia Portugal with Wikidata.
[72] Wikimedia Sweden's goal to improve 500K files on Commons also includes improvements to the content uploaded.
[73] Those not contributing are an individual grantee in Spain focused on Wikipedia, Commons and Wikisource, Wikimedia Community Malta, Wiki World Heritage User Group, Asociación Wikimedia España.

II. Key funding data

The following information is provided as context, however, it will not be the focus of our discussion. For more details about Funding distribution please view the [full report](#). This information includes funding for General support, Alliances, Research, and Rapid Funds.

1. Globally there was an increase in funding (51%) and grants (35%) in 91 countries, 20 more than last year. **NWE** increased by 18%, the budget grew from $3.2Min 2021 to $3.8M in 2022. Of the total of 37 grants approved in the NWE region - 16 Rapid Funds, 17 General Support, 0 Alliances and 3 Conference Fund, 1 Research Fund.

2. Globally there was an increase in a more **equal distribution amongst regions**, whilst maintaining growth in the funding distributed in all regions. **NWE** received 30% of the global funding compared to 39% in 2021. 7 of the top 10 countries funded are in NWE. 35% of General Support funding is distributed in the NWE region

3. **Intra-regional distribution** shows regional variations. USCA, NWE, and CEE concentrate on larger affiliates with a history of grants so intra-regional distribution is more even. **NWE**: Funding is more evenly distributed than other regions within the 16 countries funded, France, UK, Netherlands, Israel and Sweden receive 63% of the funding (between 10-15% each).

4. Out of 14 grantees receiving multi-year funding for the first time under the new grants strategy, 3 are in the **NWE** region[74].

5. The average funding in the General Support Fund is $117.000 USD per grant. In MEA, CEE, and South Asia the average is almost half this amount between $55,000-70,000. In **NWE** and USCA regions it is $210,000-240,000. This is understandable given the history of funding, affiliates' experience, and also country-costs.[75]

6. Globally, there has been a marked increase in funding to [emerging communities](#) (128%) and 70% middle and lower-income countries ([World Bank](#)). All grantees in **NWE** are in high income countries.

7. Globally, there has been a significant increase in **new grantees** (40%) and the percentage of funding going to new grantees (160%). The new funding structure has started to diversify the entry points for new grantees. In **NWE** there were 8 new grantees[76]. 5 former rapid and project grantees transitioned to General Support Funds in the region.

8. Globally, out of the 177 recognised affiliates, 74 affiliates received grants in 2022 (41%). In **NWE** 60% (15/25) of affiliates that are recognised and active in NWE have applied for and were awarded funding[77]. This can partly be explained by some larger affiliates having diversified their funding sources. Further outreach efforts can be made with the few that have never received funds.

9. In **NWE** grants are invested in 64% of the countries and territories in the region (16/27)[78].

10. Globally, 82% of grants were approved, with 92% of the requested funding approved. In **NWE**, 95% of General Support Fund applicants were successful, only one grant was declined.

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[74] Wikimedia Österreich (Austria), Vereniging Wikimedia Nederland (Netherlands), Wikimedia Sverige (Sweden).

[75] When adjusted for country-costs the difference is smaller, but MEA, CEE, and South Asia are still around 35% below average.

[76] 5 came through the rapid fund, 0 the alliances fund, 1 Research Fund and 1 through the General Support fund.

[77] **Those that received funds in previous years and not in 2022:** Amical Wikimedia, Wikimedia CH Switzerland, Wikimedia Deutschland Germany. **Those that have never received funding:**
Wikimedia Danmark Denmark, Wikimedians for Sustainable Development, Wikimujeres Grupo de Usuarias

[78] Territories not included: Andorra, Channel Islands, Denmark, Faroe Islands, Iceland, Isle of Man, Liechtenstein, Luxembourg, Monaco, San Marino, Sweden.