

# Thriving Movement



# Thriving Movement Priority slides



**WIKIMEDIA**  
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# Thriving Movement



The Thriving Movement priority challenges us in the co-creation, growth, and cultivation of a safe and welcoming, diverse, sustainable, movement of leaders, contributors, advocates, and partners for free knowledge. This is key to our strategic direction and a point of passion for the organization, movement and platform.

Our Q2 results show progress for our platform, and also highlight challenges in our work that, if delayed, will disrupt our community growth model and our pledge that this growth is not a zero sum concept. We must move the needle swiftly to keep up. Attracting and retaining a more global and newcomer friendly editor base, along with strong and empowered movement leaders must be in direct proportion to our need for strong, diverse and innovative communities, as well as the ability to keep our volunteers in safe and secure spaces. We also must put appropriate measures in place to get the work done that will grow the diversity of our content from the awareness gleaned in our research of the knowledge gaps.

Thriving Movement is the heartbeat of the MTP. It resonates within every other priority. In the following pages we are proposing some metric pivots for improved alignment, we will work with leadership to reassess work that has been paused, digging deeper to understand the overall impact to the priority, and in Q3, we need a strategy to double down on our hiring efforts and diligence to implement the changes needed for Thriving Movement.



# Thriving Movement



## MTP Outcomes

## Key deliverables:

We will welcome and support newcomers.	Attract and retain a larger and more diverse editor base (ARMDEB)	Green
We will have strong, diverse, and innovative communities that represent the world.	Movement Diversity	Yellow
We will have safe, secure spaces and equitable, efficient processes for all participants.	Safe and Secure Spaces	Yellow
	IP Masking	Green

## MTP Metrics

	Y1-Goal	Q2-Status
Monthly active editors increase YoY <b>Baseline:</b> 86K/mo	5% YoY	<b>4.3% YoY</b> 85K/mo*
New editor retention rate increases YoY <b>Baseline:</b> 6.6%/mo	5% YoY	<b>1.4% YoY</b> 7.0%/mo*
Increase participation of youth, diverse genders, and diverse sexual orientations <b>Baseline:</b> Youth ages 18-24 - <b>15%</b> Ciswomen - <b>11.5%</b> Trans/Nonbinary - <b>1.8%</b>	Youth 17% Ciswomen 15% Trans/Nonbinary 1%	Youth 15.5% Ciswomen 11.5% Trans/Nonbinary 1.8%
Decrease in reported threats to safety <b>Baseline:</b> 24.75% stated feeling unsafe	TBD	24.75%
Documentation and announcements available in 10 most spoken languages <b>Baseline:</b> English only	3+ languages	<b>Paused</b>



\* Due to seasonal fluctuations, actuals per quarter may be lower than our Q4 2018-19 baseline.

Department:  
Cross-Department

# Thriving Movement



## MTP Outcomes

## Key deliverables:

We will have strong and empowered movement leaders and affiliates.	Community leadership development	Yellow
We will support diverse content creation.	Diverse content	Yellow
	Address knowledge gaps	Green

## MTP Metrics

## Y1-Goal

## Q2-Status

Improve newcomer empowerment and belonging <b>Baseline:</b> 72.7%	80%	72.7%
Increase diversity of movement leaders <b>Baseline:</b> Ciswomen - 19%, Nonbinary - 2%, Outside Europe/NA - 37%	Ciswomen 25% Nonbinary 1% Outside Eur/NA 45%	Ciswomen 19%, Nonbinary 2% Outside Eur/NA 37%
Movement leaders feel supported <b>Baseline:</b> 45%	50%	45%
Movement leaders satisfied with environment for large-scale contribution <b>Baseline:</b> not measured yet		See drill-down
Increased presence of underrepresented forms of knowledge <b>Baseline:</b> not measured yet		See drill-down



Department:  
Cross-Department

# Drill Down: Thriving Movement



## The situation

**Metric 3: *Increase participation of youth, diverse genders, and diverse sexual orientations*** - Due to privacy concerns, we are currently unable to ask about sexual orientation in community surveys

**Metric 5: *Documentation and announcements available in 10 most spoken languages*** - Progress toward wide-scale translations of community-facing materials is reliant on hiring a Community Manager for Translators, hence we are unable to operationalize this metric.

## The impact

We are not able to measure or report on changes to the community's sexual orientation as dictated in metric #3

We are not fully supporting volunteer translators, which means we are not ensuring that our materials are systematically accessible in languages other than English, which limits our ability to provide equitable processes for our communities.

## Recommendation

Remove that portion of the metric and focus on gender and age, for now

Reevaluate this metric and the hiring for the Community Manager, Translators

# Drill Down: Thriving Movement



## The situation

### **Metric 9: *Movement leaders satisfied with environment for large-scale contribution*** -

Satisfaction does not capture the full impact of our campaign work so we decided not to include this question in our community surveys

**Metric 10: *Increased presence of underrepresented forms of knowledge*** - Measuring this metric is dependent on the completion of the taxonomies being developed in the knowledge gap key deliverable. It also relies on coordination between 3 different departments.

## The impact

The way the metric is currently written is too narrow in scope, which obscures the actual impact of large scale campaigns

We have not measured a baseline level of underrepresented forms of knowledge and therefore cannot set a target for Y1 or 3-5 years out.

## Recommendation

We will use Q3 to determine the best approach to measuring the impact of campaigns over the next 3-5 years

We will collaborate across three teams (L&E, Product, Tech Research) and determine how to collaboratively operationalize this metric by end of Q3 and share a baseline by end of Q4

# Thriving Movement

## Key Deliverable slides



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# Attract and Retain a Larger and More Diverse Editor Base



## Objective:

**Build useful, delightful, and newcomer-friendly features, in order to attract and retain a larger and more diverse editor base.**

"ARMDEB" has seen high movement in this quarter.

- The Growth team's "newcomer tasks" project shows promising results
- Android sees big increase in contributions from new suggested edits homepage, could be +20% if current trend holds
- Talk pages project underway, reply links ready for first test deployment on target wikis
- Community Tech released Who Wrote That tool and New Page Patrol improvements

**Target quarter for completion:** Growth & Android Q4 FY19/20, Talk pages Q4 FY20/21, CommTech ongoing

## Full-time equivalent budget

Actual: 27.68 FTEs



## Key Results

We will increase average monthly active editors, in both emerging markets and established markets, and among new registered editors and returning registered editors.

**Baseline:** 86K/month

We will increase average one-month retention by 5% for new registered editors in both emerging and established markets.

**Baseline:** 6.6%/month

Deliver on [15 program milestones](#).

**Baseline:** 0

## Y1-Goal

5% YoY

5% YoY

15  
(8 as of Q2)

## Q2-Status

**4.3% YoY**  
85K/mo\*

**1.4% YoY**  
7.0%/mo\*

**6**

\* Due to seasonal fluctuations, actuals per quarter may be lower than our Q4 2018-19 baseline.

Department: Product

# Attract and Retain - Expansion slide

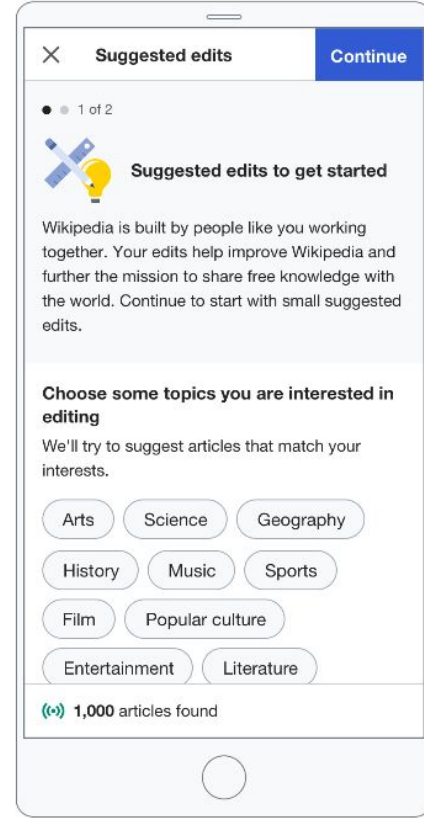
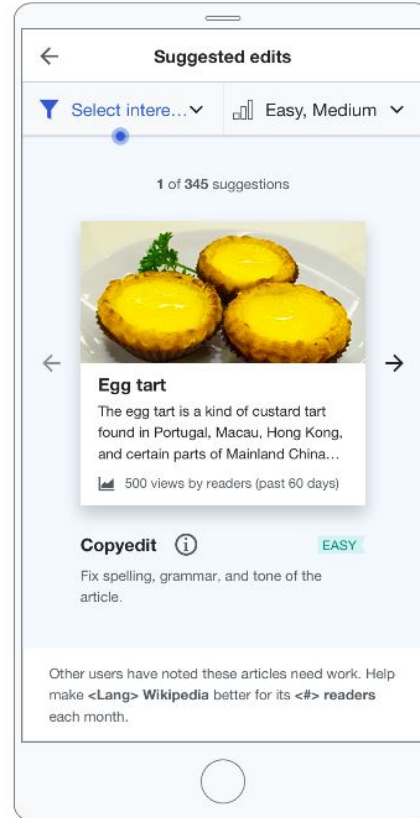
## Project: Newcomer tasks

In Q2, v1 of newcomer tasks deployed on the newcomer homepage on four target wikis (Arabic, Czech, Korean, Vietnamese).

It's too early to have data for impact on editor activation and retention, but we're seeing promising signs that it's effective.

Our ambassadors rated every edit made through this feature in the first six weeks, and judged that **75% of newcomer edits were productive**, and **97% were good faith**. These are very high, compared to previous newcomer editing features.

In Q3, we're adding topic matching to target users based on their interests, and guidance to help them complete their edits.



# IP Masking



## Objective:

In order to protect our users from misuse of personally identifiable information and our communities and content from vandalism, spam, and harassment, make IP addresses accessible to as few people as possible while ensuring that admins, stewards, and checkusers remain able to effectively perform their duties.

- This quarter, the team came up with a plan for the new moderation tools that will be the backbone of IP masking
- The tools help editors track down bad actors without using IPs
- The team posted the plan on wiki for community input
- Meanwhile, the team is deploying the first part of the Checkuser tool improvements

**Target quarter for completion:**

## Full-time equivalent budget

Actual: 5.62 FTEs

## Key Results

Deliver on 8 program milestones  
(2 per quarter starting Q2.)  
**Baseline:** 0 milestones completed

## Y1-Goal

9  
(5 as of Q2)

## Q2-Status

5



# Movement Diversity



## Objective:

**By June 30, 2020 we will design 4 key programs to improve offline movement diversity in the following areas: gender, age, language, region**

- We are reassessing this key deliverable in light of the CE transition (more in Drill Down).
- Regional Growth and Youth programs are paused.
- Gender program is re-focusing on policy, to be owned by Legal (Maggie). Exploring other workstreams for Year 2.
- Reading WP timeline extended; in Q2 we selected affiliate partners and began designing teacher resources.

**Target quarter for completion:** Gender hire Q4 FY19/20, Reading WP pilot Q2 FY20/21

## Full-time equivalent budget

Actual: 1.3 FTEs



## Key Results

Prepare for the development of a Youth Advisory Council to co-develop a youth engagement strategy  
**Baseline: 0**

100% complete

**5% complete**

Reading Wikipedia in the Classroom - Grow the capacity of at least 3 affiliates to engage students speaking underrepresented languages  
**Baseline: 0**

100% complete

**25% complete**

Hire a Gender program manager, and a regional liaison in at least 4 of 6 prioritized regions, by 6/30/2020  
**Baseline: 5 vacancies**

5 new hires

**5 Vacant**

# Drill Down: Movement Diversity



## The situation

Current composition does not form a cohesive program or set of outcomes.

Gender space is under active review with a policy hire coming into focus. Cross-team discussions happening about a multi-pronged program.

Regional Growth and Youth Engagement are paused and unclear on direction for next FY.

Reading Wikipedia in the Classroom may live better under Worldwide Readership.

## The impact

Key WMF diversity efforts are not fully conceptualized as cross-org mandates. It is difficult to understand and talk about the impact we are making.



## The recommendation

Clarification with C-team about intentions for Thriving Movement for next fiscal year.

Unbundle these programs into distinct key deliverables. Potential directions include: **Regional Growth** (connect to affiliates strategy); **Gender** (DEI framework, content, leadership/training, and policy workstreams); **Education & Youth** (more integrated with product strategy and core education work).

Move Reading WP program to Worldwide Readership and redesign metrics.

Department: Product, Legal

# Community Leadership Development



## Objective:

**Improve learning and leadership development programming for our communities in order to support a diverse and inclusive movement.**

Learning Days - Delivered Learning Day to CEE meeting and WM Summit 2020 ToT, leadership development advocacy at WikiArabia, WikiData Con and WikiIndaba.

Online Learning - Launched recruitment for pilot curriculum developer role

Greenhouse - Delivered Units 1 & 2 of online course and conducted 1st site visit to project team in Ghana.

Leadership Framework - On-boarded research assistant and conducted community-facing staff interviews to validate purpose and movement impact

**Full-time equivalent budget**

Actual: 3.1 FTEs



## Key Results

Design an online learning experience utilizing pilot data from 15+ thematic/regional communities  
**Baseline:** 0

Participants in the Wikimedia Education Greenhouse pilot report improved leadership skills for the Wikimedia movement.  
**Baseline:** 85% (unit 1 survey)

CE will test and refine the Leadership Development Framework by engaging at least 50 new/existing movement organizers and affiliate leaders  
**Baseline:** 0

## Y1-Goal

15 communities

75% of participants improve

50 organizers

## Q2-Status

1

**93%**  
Of participants report improvement (unit 2 survey + interviews)

**30+**

# Drill Down: Community Leadership Development

## The situation

The Online Learning Research and Pilot project has seen limited movement in Q2 due to current outreach and curriculum development challenges.

The now-paused regional liaison project was originally scoped to play an integral community engagement/outreach function.

The pilot curriculum designer role was launched mid-Q2, a delayed Q1 hire.

## The impact

Current outreach to potential pilot participants has been limited to conference attendance or one-on-one movement interactions. This has meant limited regional/thematic diversity and pilot commitment.

The instructional designer role is the core project and research driver. The pilot curriculum and learning objectives have been drafted but not fully developed due to the slow hiring of the role.

## Recommendation

We recommend working with our new hire once onboarded in early March 2020 to rescope the online learning research and pilot project to develop an updated outreach strategy and begin curriculum development.

Pilot launch would be delayed to the next fiscal with key outreach beginning in Q3.

# Diverse Content



## Objective:

**By June 30, 2020 design and initiate a suite of projects that lower barriers to diverse content creation across the movement.**

- We are reassessing aspects of this key deliverable in light of the CE transition (more in Drill Down).
- In Q2, WMF, WMSE, and WMDE held a successful offsite and made progress on drafting technical priorities for the GLAM hub; we are now scoping MVP for Year 2.
- #WikiForHumanRights, 2 GLOW-focused experiments, and #lib1ref are all running smoothly and informing broader needs assessment for Campaigns program.
- Global digitization research planning is paused.

**Target quarter for completion:** Q4 FY19/20

## Full-time equivalent budget

Actual: 10.8 FTEs



## Key Results

Develop partnership agreement with Wikimedia Sverige to develop a movement GLAM Hub, based on [5 streams of research](#)

**Baseline: 0**

Design a curriculum and strategy for a holistic “Campaign in a Box” framework based on at least 4 experiments

**Baseline: 0**

Develop a plan with external partners and stakeholders in at least 3 regions beyond Europe and North America for researching global heritage digitization needs.

**Baseline: 0**

## Y1-Goal

100% complete

5 streams

4 experiments

100% complete

3 regional stakeholders

## Q2-Status

25%

2 nearing completion, 3 paused

4 initiated, 2 nearing completion

10%

0

Department: Product



# Drill Down: Diverse Content



## The situation

We are considering changes to scope and metrics of this KD for Year 2.

MTP metric for GLAM/Campaigns not focused on actual content growth and diversification, but on *conditions*.

Key pieces of GLAM work are currently filed in Core.

GLAM Hub relationship to Movement Strategy process is not yet defined.

Campaigns emerging as a potentially org-wide vehicle for addressing knowledge gaps, both strategic (e.g. gender, climate) and emergent (e.g. Museu Nacional fire, Turkey).

## The impact

With the exception of digitization research planning (paused), work is proceeding but recalibration and cross-org alignment is needed for Year 2 planning and to ensure we are tracking the right things.

Current composition doesn't tell a cohesive story about our GLAM strategy.

Undefined relationship to Movement Strategy implementation makes scope of GLAM Hub (beyond core technical priorities) unclear.

## The recommendation

Redesign metrics at MTP and KD level to better reflect participation & content goals.

Have a cross-dept convo on Campaigns to inform Year 2 planning.

Integrate other GLAM workstreams; align GLAM Hub development with Movement Strategy process, with clear engagement goals for Summit.

Explore connections between Campaigns and “Address Knowledge Gaps” KD.

# Address Knowledge Gaps



## Objective:

### Build the taxonomies of knowledge gaps for measuring and prioritizing knowledge gaps in order to help the Wikimedia Movement thrive

How we understand the gaps of knowledge in Wikimedia projects and our ability to measure them relies on our ability to clearly define them. Taxonomies are developed to that end.

Some of the high priority work delivered includes:

- The first draft of the taxonomy of content gaps ([documentation](#))
- The first draft of the taxonomy of readership gaps ([documentation](#))
- A series of hypothesis to understand the underlying causes of gender imbalance in readership ([documentation](#))
- Link recommendation research in support of onboarding newcomers (in support of the Growth team's work)
- 

**Target quarter for completion:** Q4 FY19/20

## Full-time equivalent budget

Actual: 2.3 FTEs



## Key Results

Build three or more taxonomies of knowledge gaps (the list of taxonomies: content, readership, contributorship, usage, and primary causes)

**Baseline:** {0}

Provide a comprehensive write-up of the taxonomies developed during the year and present internally.

**Baseline:** {0}

## Y1-Goal Q2-Status

3	1.5
100%	30%

# Grants



Program	# of Grants	Total \$
FDC-Annual Plan Grants <small>(Funds Dissemination Committee APG)</small>	8	\$2,195,865
Simple Annual Plan Grants	19	\$1,129,161
Conference	4	\$87,951
Rapid	41	\$56,996
<b>Totals</b>	<b>72</b>	<b>\$3,469,973</b>

## Grant metrics reported in Q2

	Participants	New Editors	Content Pages
<b>Rapid</b>	3,182	728	27,331
<b>Project</b>	10,396	6,164	77,511
<b>Annual Plan Grants*</b>	10,407	8,025	92,937

In Q2 we added **four new countries** through **Rapid Grants: Burundi, Chad, Rwanda, Tajikistan**

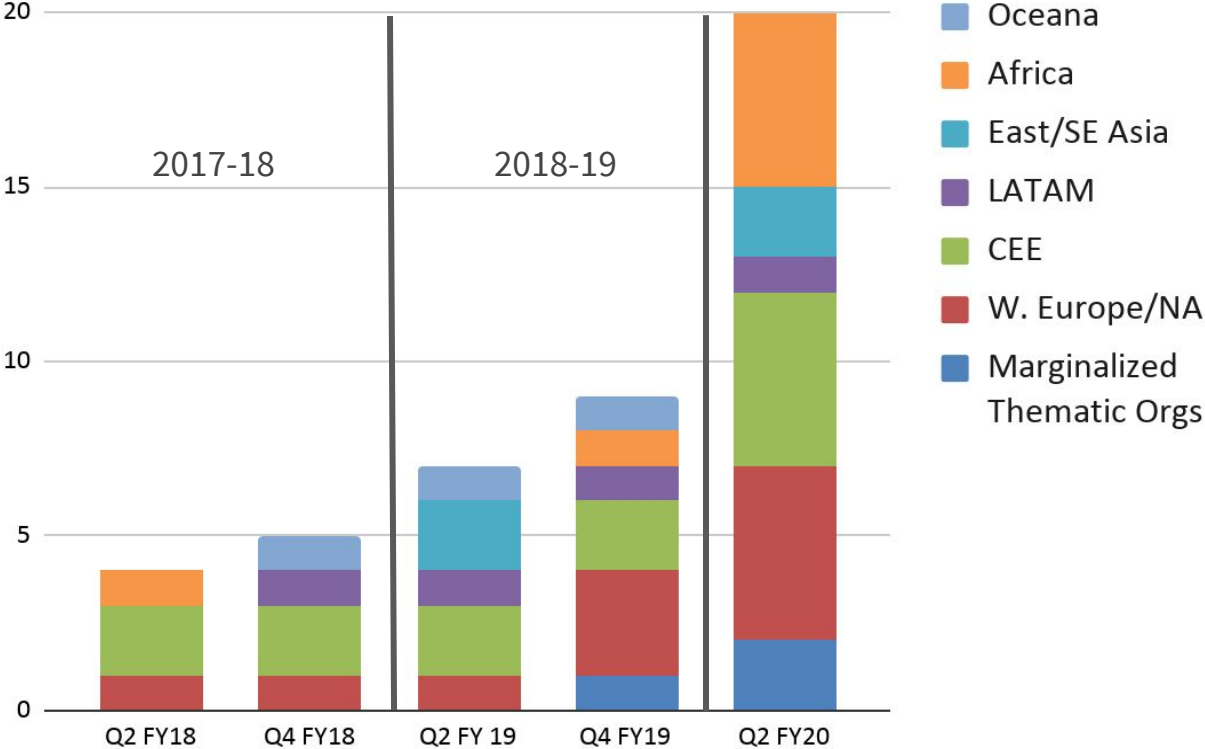


\*Our APG data is collected on a biannual basis. This is an example of APG metrics from **one** grantee's midpoint report, covering a 6-month period (Wikimedia Ukraine).

# Grants



## Regional representation of Simple APG grantees by round



# Appendix



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Key Results	Y1-Goal	Q2-Status
Active editors:		
Average monthly active editors increase YoY	5% YoY	4.3% YoY (85K/mo*)
Established markets	6% YoY	-- YoY (75K/mo**) **
Emerging markets	1.8% YoY	20% YoY (24K/mo*)
Baseline: 86K/month		
Two-month retention:		
Average two-month retention for new registered editors increases YoY	5% YoY	1.4% YoY (7.0%/mo*)
Established markets	-- YoY^	--YoY (7.8%/mo**) **
Emerging markets	-- YoY^	6.0%YoY (4.4%/mo*)
Baseline: 6.6%/month		

\* Due to seasonal fluctuations, actuals per quarter may be lower than our Q4 2018-19 baseline.

\*\* Because of limitations in data retention, we will not be able to calculate this value until next quarter or calculate YoY breakdowns of established and emerging markets until 2020.

^ We are in the process of calculating estimations for these targets.

See [Q1 metrics document](#) for more details on definitions.

