

# Appendix A: Core strategies

Used by all Wikimedia organizations

# Analysis of data for core strategies

*This analysis is based on the first round of results from the organizational effectiveness tool questionnaire, taken by Wikimedia organizations in November 2014 - January 2015, and administered by the TCC Group, a consulting firm engaged to develop this tool.*

*The scores for core strategies here have been cleaned (e.g. negative scores have been reversed) and sufficiently anonymized in order to release the aggregate results to the Wikimedia movement. We are presenting some data here based on means across different questions, categories, strategies, and types of organizations in order to start a discussion about what the results may mean for organizations in the Wikimedia movement.*

*We have grouped questions into categories to make the scores more meaningful, and to make it easier to see useful distinctions, but data for averages by question is also provided here, for those who need a more granular look at what comprises each category. TCC has already pulled out some high level observations in its initial report, and this detailed report is designed to supplement those high level observations.*

# Core strategies

*We have included some strategies that are probably used by all Wikimedia organizations. These include,*

*(A) Volunteer engagement*

*(B) Diversity*

*(C) Online contributors*

*(D) Learning*

*(E) Resources*

# Key questions

*These five strategies are core to what Wikimedia organizations do.*

- What do high scores tell us about where Wikimedia organizations see their strengths?*
- What do high scores tell us about where Wikimedia organizations can grow?*
- Are there any interesting differences among chapters and user groups? Global north and global south organizations? Organizations of different ages or budget sizes?*

# Comparison of core strategies by mean scores across all types

*Resources: 3.77*

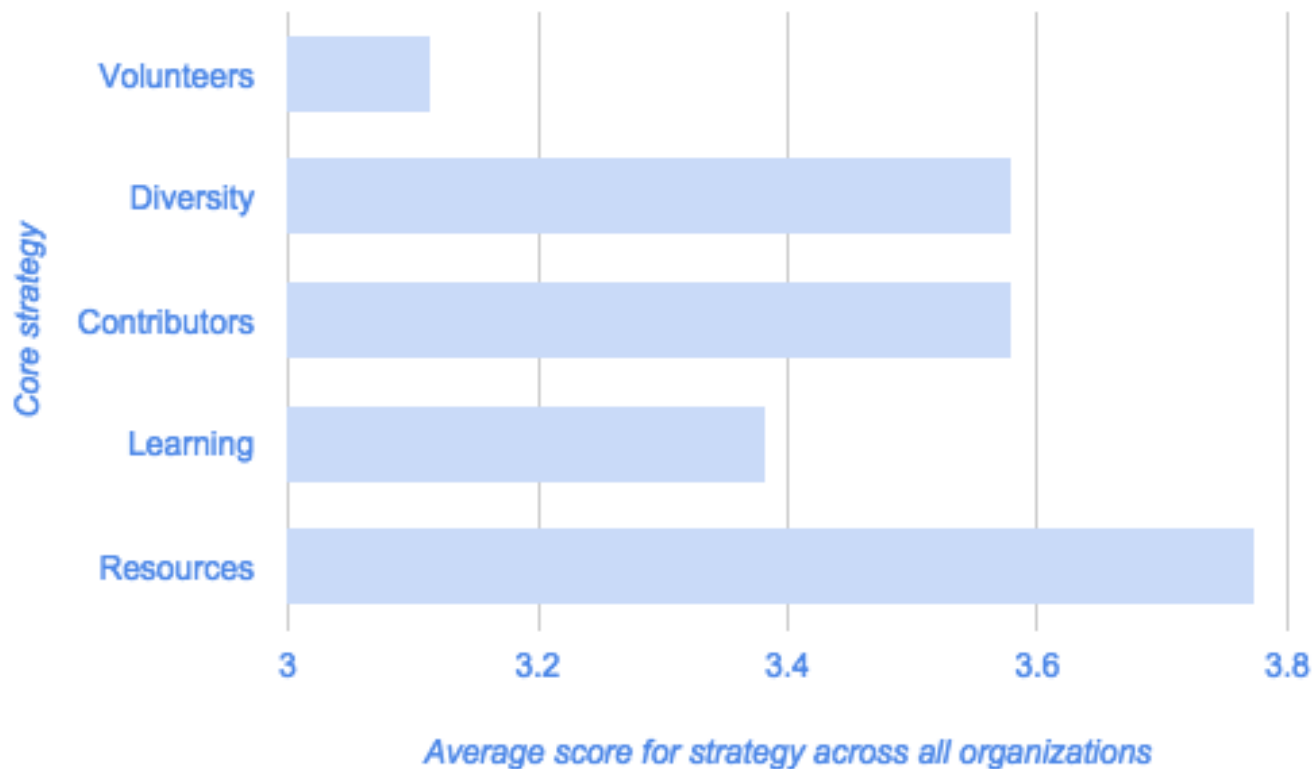
*Diversity: 3.58*

*Online contributors: 3.58*

*Learning: 3.38*

*Volunteer engagement: 3.11*

## Comparison of core strategies



# Highs and lows: core strategies

*The lowest overall score by question is 2.00.*

*When a volunteer leaves, we have an exit interview or other discussion to understand why.*

*The highest overall score by question is 4.20.*

*Our organization has in-person events that support and sustain communities.*

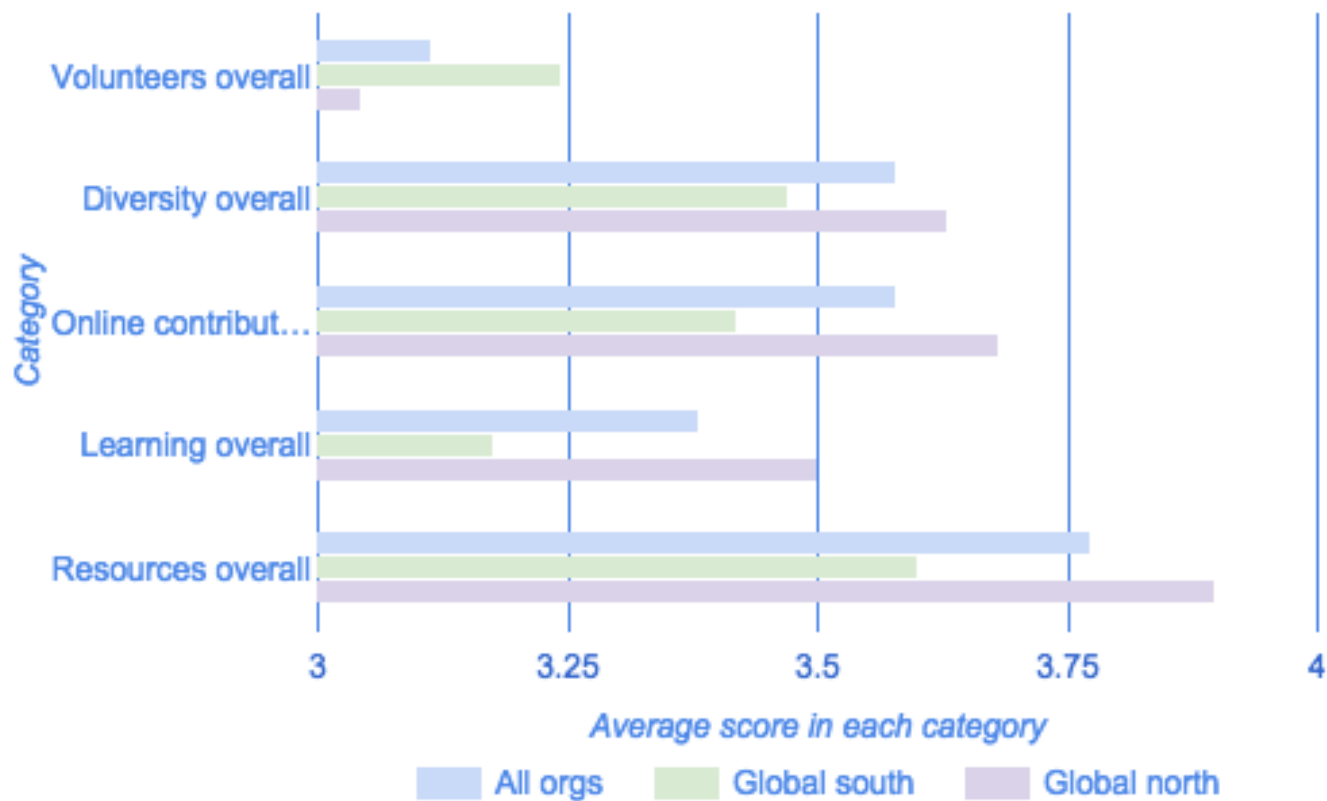
*The lowest overall score by category is*

*Volunteer engagement (Recruitment): 2.480565476.*

*The highest overall score by category is*

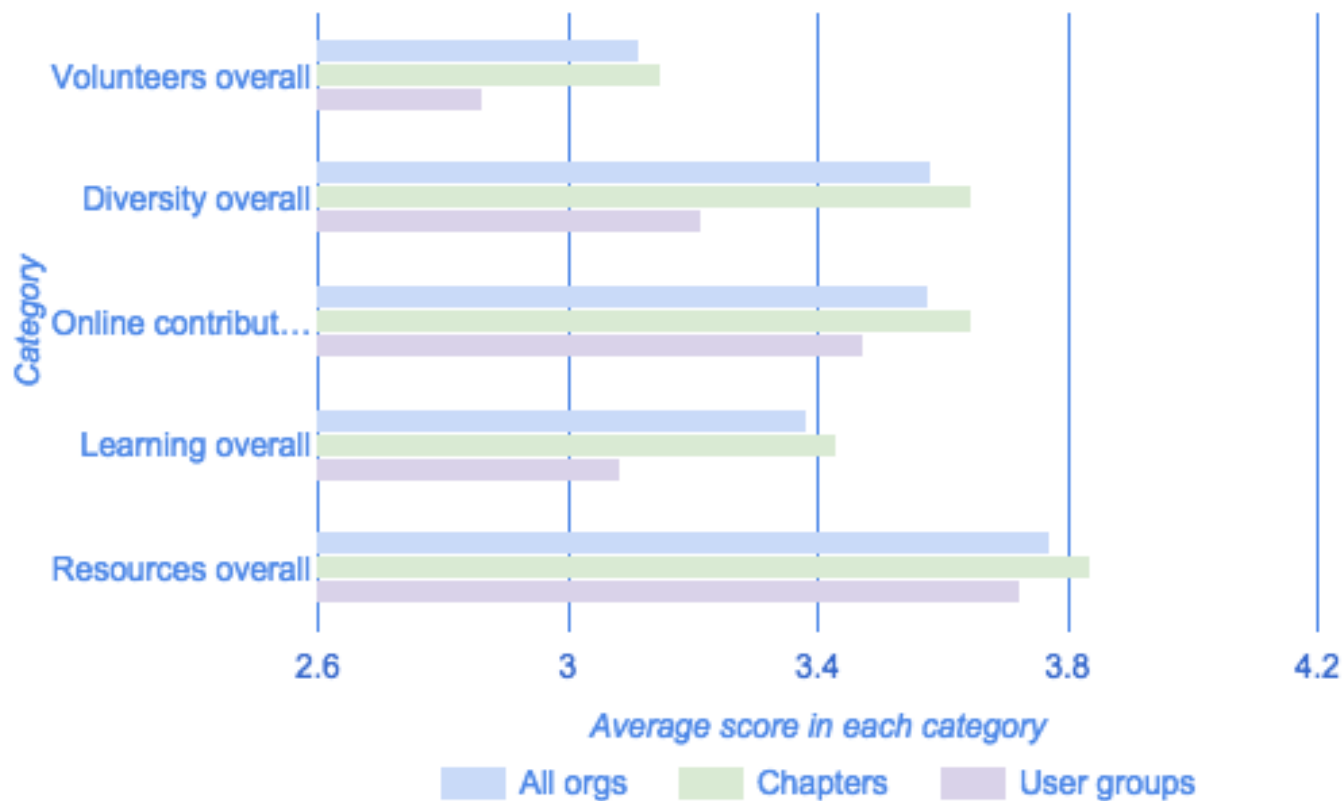
*Online contributors (Values): 4.033469388.*

## Overall scores by region

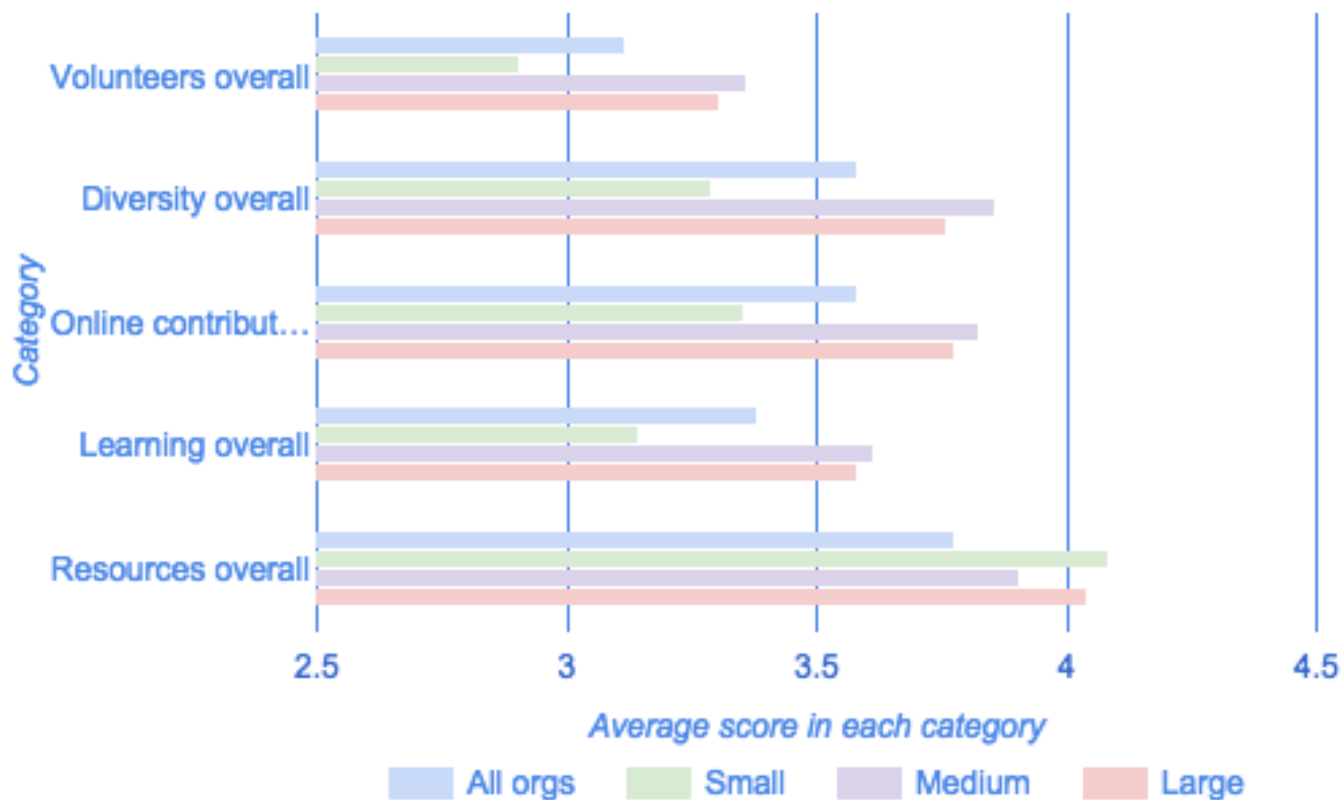




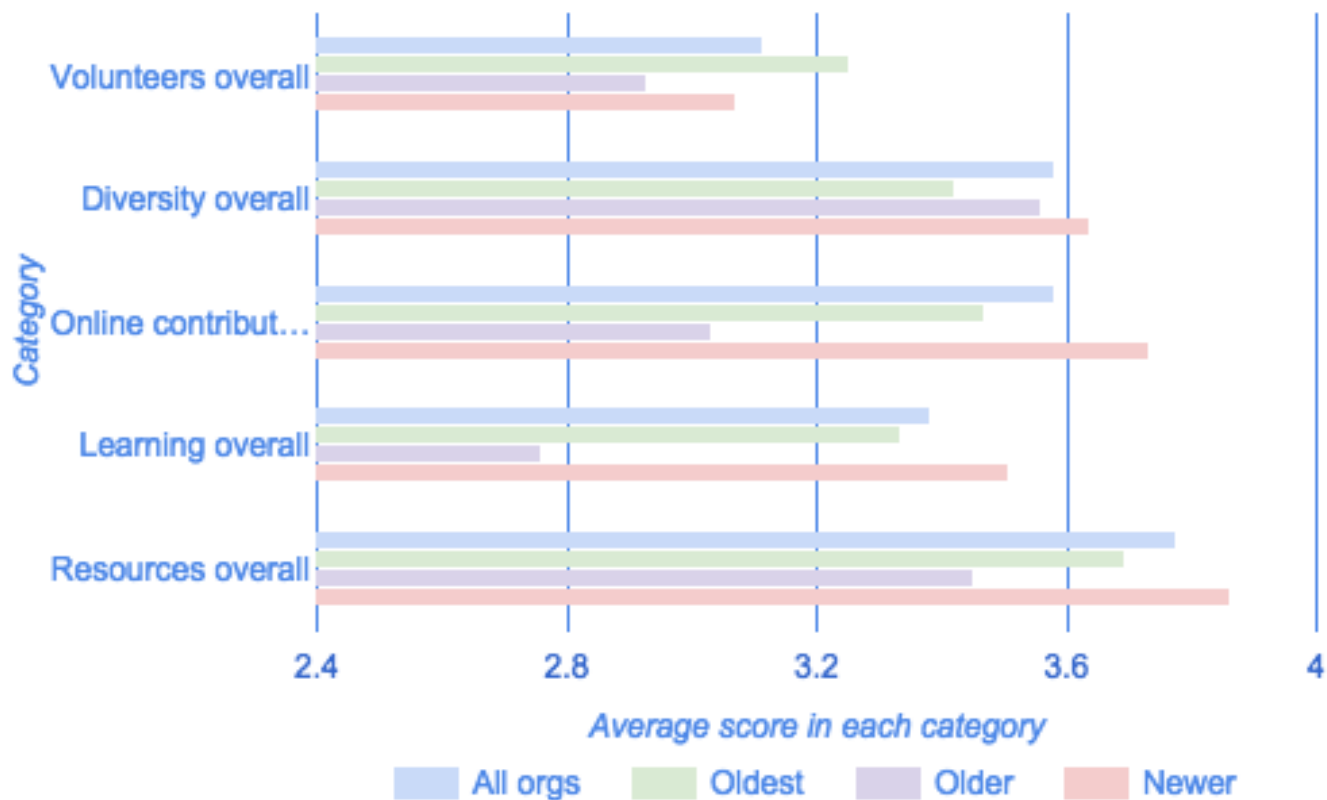
## Overall scores by type



## Overall scores by budget size



## Overall scores by age



# Observations on overall scores

- *Organizations scored themselves highly for mobilizing resources, but scored lower overall in the area of volunteer engagement.*
- *Overall, organizations highly value supporting online contributors.*
- *Global south organizations generally scored themselves lower than global north organizations, except for the volunteer engagement strategy.*
- *User groups generally scored themselves lower than chapters, but had similar scores in the area of resources.*
- *Across budget sizes, organizations had similar scores. Smaller organizations gave themselves lower scores in most categories other than resources.*
- *Newer organizations rated themselves higher than medium-aged or older organizations for almost all strategies, except volunteer engagement. The oldest organizations rated themselves the highest for this strategy.*

# Overall scores by organization category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer	
Volunteers overall	3.11444368 4	3.15017380 2	2.86496527 8	3.24206676 1	3.04241438 6	2.90582131 4	3.35873015 9	3.30801341 6	3.25122401 6	2.92593254 6	3.07238467 3	
Diversity overall	3.57946145 1	3.64436050 1	3.21296296 3	3.47068903 3	3.62970779 2	3.29046201 8	3.85802469 1	3.75689033 2	3.42013888 2	3.56051587 9	3.63817287 3	3.63817287 8
Online contributors overall	3.57879406 3	3.64744422 2	3.47474747 5	3.41961826 1	3.68207398 7	3.35459183 7	3.82561728 4	3.77706143 1	3.46974206 3	3.03078231 3	3.7328722 3	
Learning overall	3.38178628 6	3.43216248 4	3.08412698 4	3.17653061 2	3.49964366 7	3.14295058 7	3.61111111 1	3.57852504 6	3.33227040 6	2.76020408 8	3.50694321 2	3.50694321 2
Resources overall	3.77392156 9	3.8352 9	3.72222222 2	3.59913419 9	3.89632653 1	4.08163265 3	3.90416666 7	4.04147186 1	3.69166666 7	3.45142857 1	3.86246753 2	

# I. Volunteer engagement

Scores across categories and questions

# Volunteer engagement

*This strategy is about effectively engaging volunteers that work with your organization. Volunteers who work to contribute to the Wikimedia projects are considered separately, as part of another strategy.*

*Volunteers are people who do work with your organization without pay because they care about your organization's mission. Many organizations have volunteers who serve on their boards, who organize activities, or who do other specific jobs. Volunteers may have a relationship with your organization over time, from the time they are recruited or discover your organization, through years of training and service, to the time they end their service. Engagement in this case refers to the way your organization interacts with these volunteers at every stage of the relationship. Volunteers are not only important to your organization because of the work they do, but also because they are people who care deeply enough about your organization's work to give their time.*

# *Categories for volunteer engagement*

*Roles (A-C): volunteers and organization are clear on roles that make sense.*

*Training (D-J): organization trains volunteers and provides support.*

*Recognition (K,L): organization welcomes and acknowledges volunteers.*

*Flexibility (M, N): volunteer roles can shift as needed.*

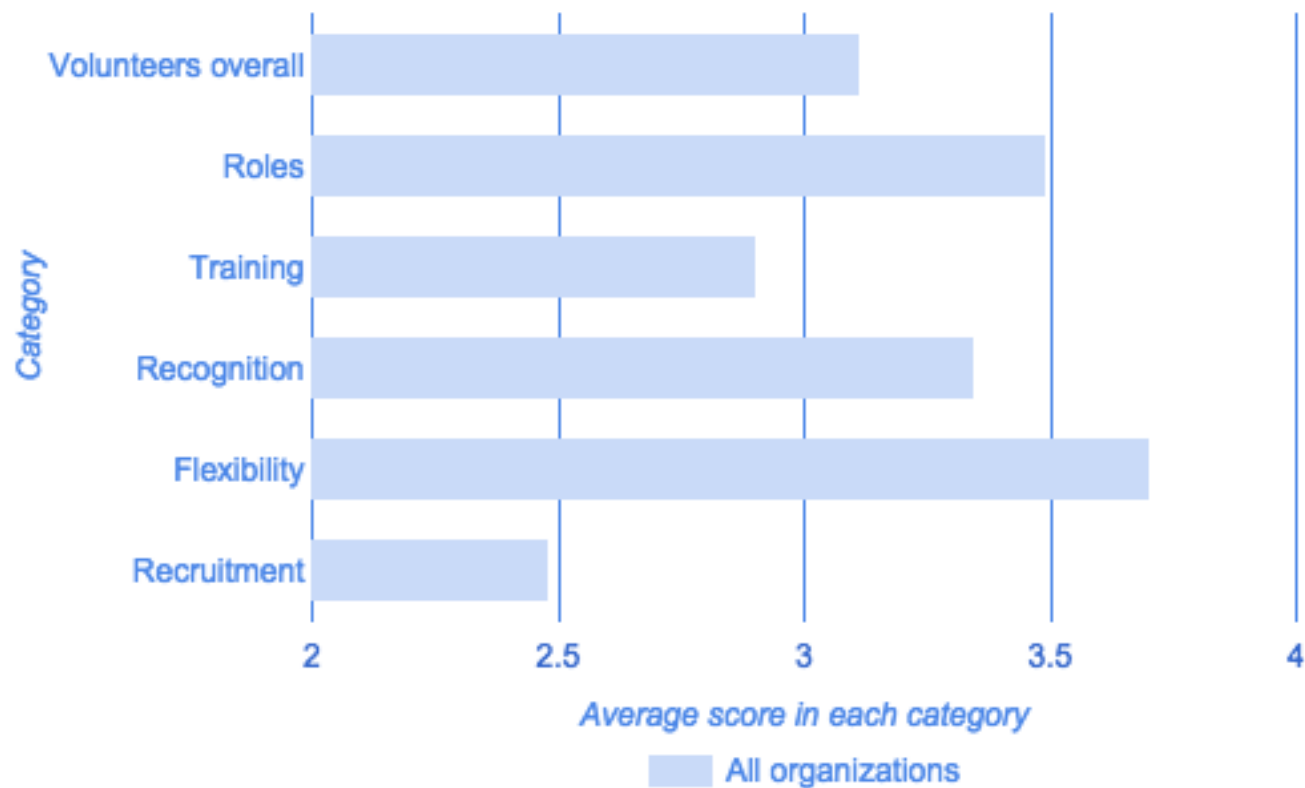
*Recruitment (O,P): organization can get the volunteers it needs.*



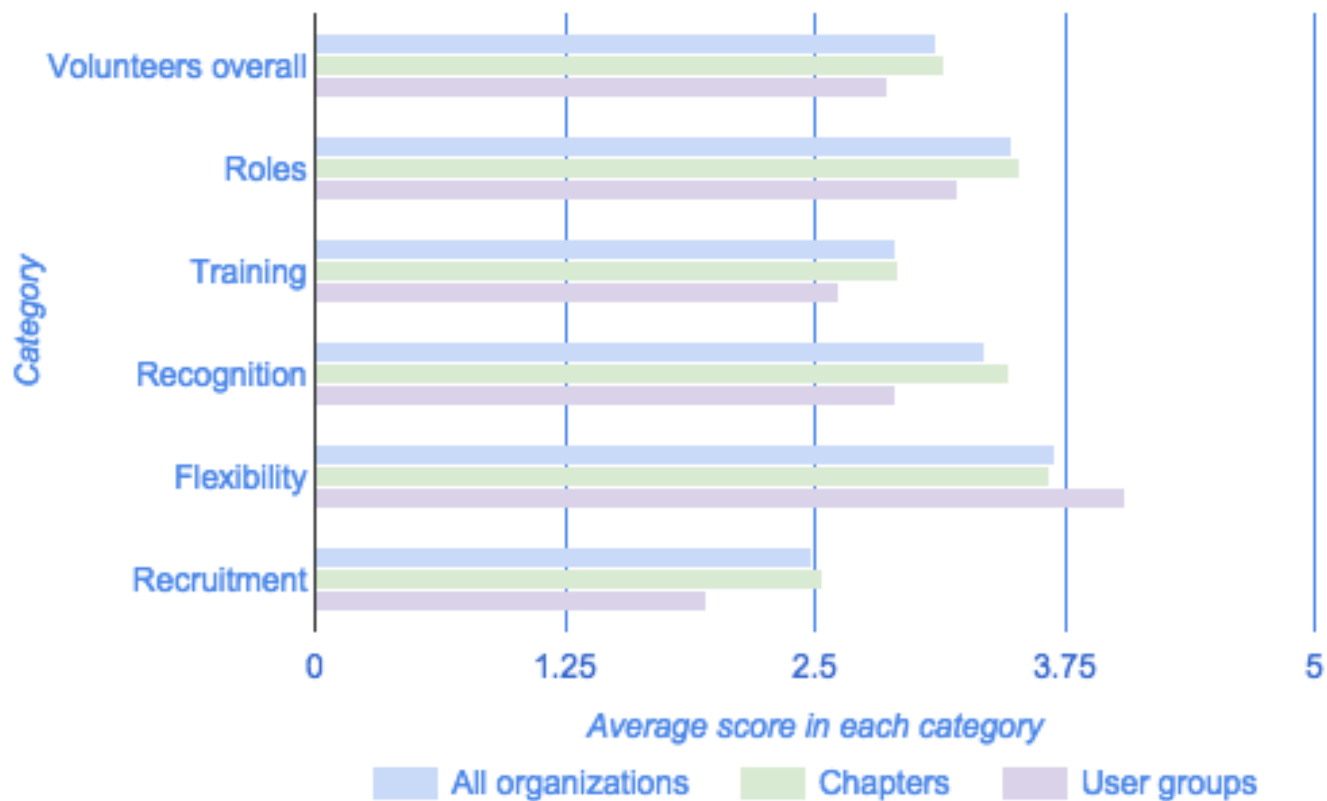
# Observations on volunteers

- *Organizations rated themselves as flexible with respect to how volunteers work in their organizations, but gave themselves low scores in areas around recruitment and training.*
- *The smallest organizations rated themselves as more flexible, and global south organizations rated their training more highly than global north organizations.*
- *Overall scores by category were fairly consistent across types.*

## Volunteers



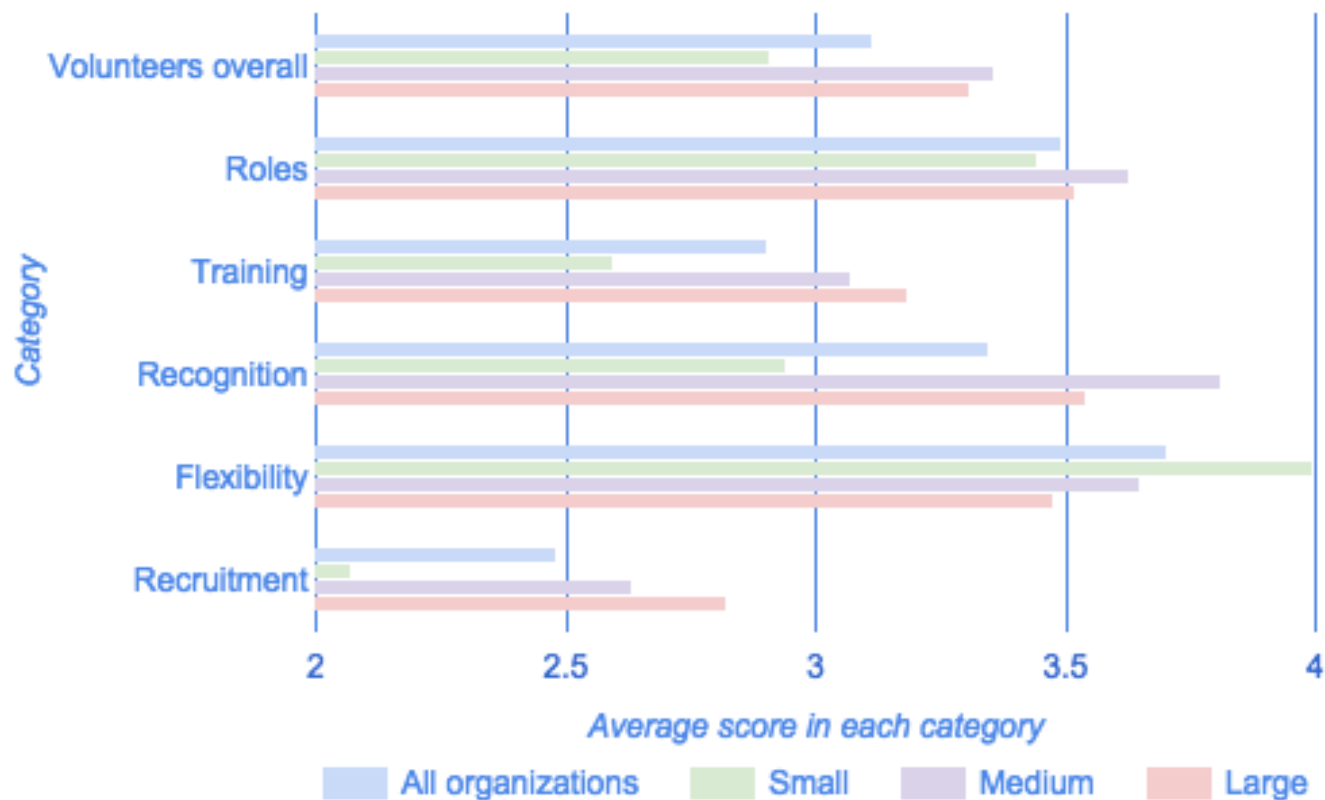
## Volunteers by group type



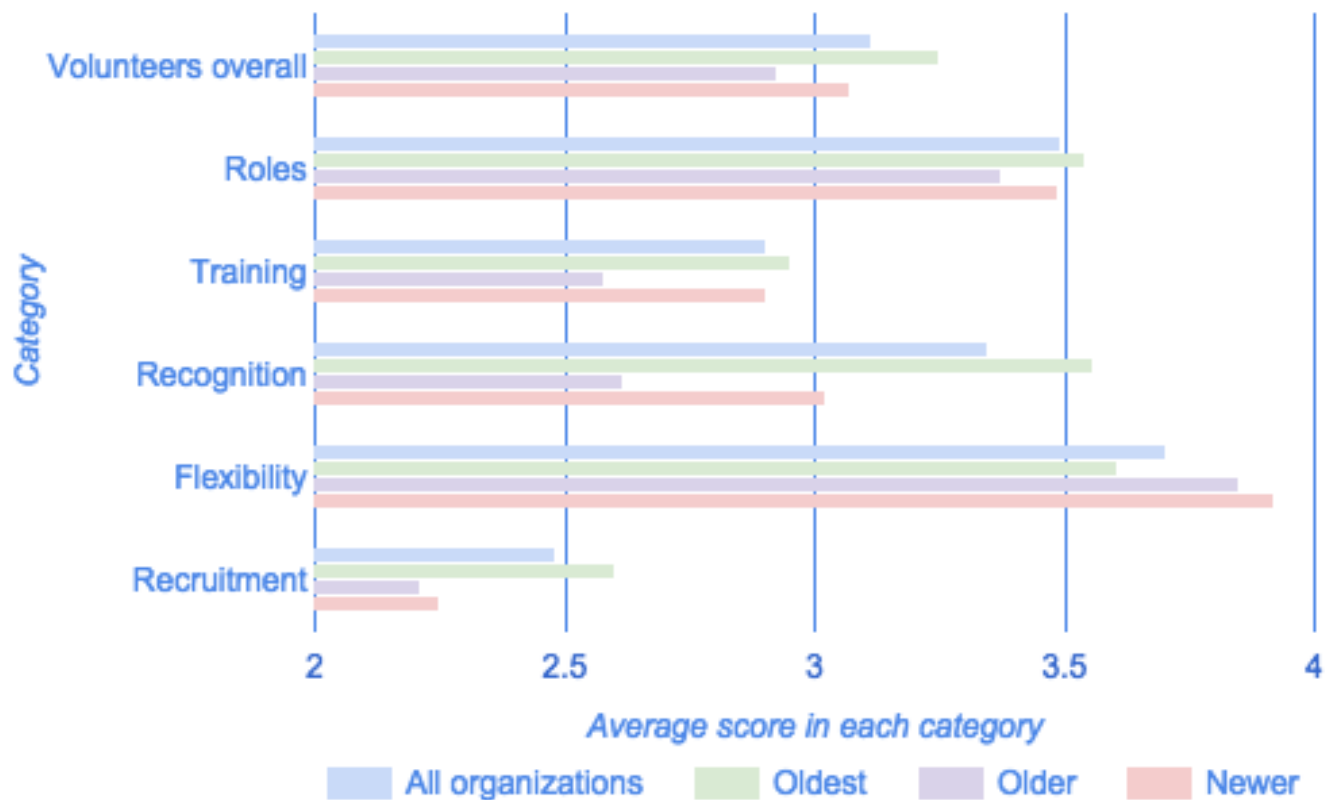
## Volunteers by region



## Volunteers by budget size



## Volunteers by organization age



# Mean scores for volunteers by category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
Volunteers overall	3.114443684	3.150173802	2.864965278	3.242066761	3.042414386	2.905821314	3.358730159	3.308013416	3.251224016	2.92593254	3.072384673
Roles	3.490432099	3.527189888	3.212962963	3.708333333	3.400793651	3.443528694	3.62962963	3.517195767	3.541236772	3.372222222	3.486111111
Training	2.901025688	2.923371272	2.623809524	3.099251443	2.772837706	2.592916013	3.071428571	3.185232426	2.952946305	2.576190476	2.903486395
Recognition	3.3456798	3.468889906	2.902777778	3.30602904	3.369318182	2.941964286	3.810185185	3.540674603	3.55703125	2.61875	3.020833333
Flexibility	3.700066138	3.671075838	4.055555556	3.590277778	3.812229437	3.994047619	3.648148148	3.475198413	3.602876984	3.85	3.916666667
Recruitment	2.480565476	2.538840388	1.958611111	2.630347222	2.351645022	2.070059524	2.634259259	2.821765873	2.60202877	2.2125	2.250208333

# Volunteer engagement questions

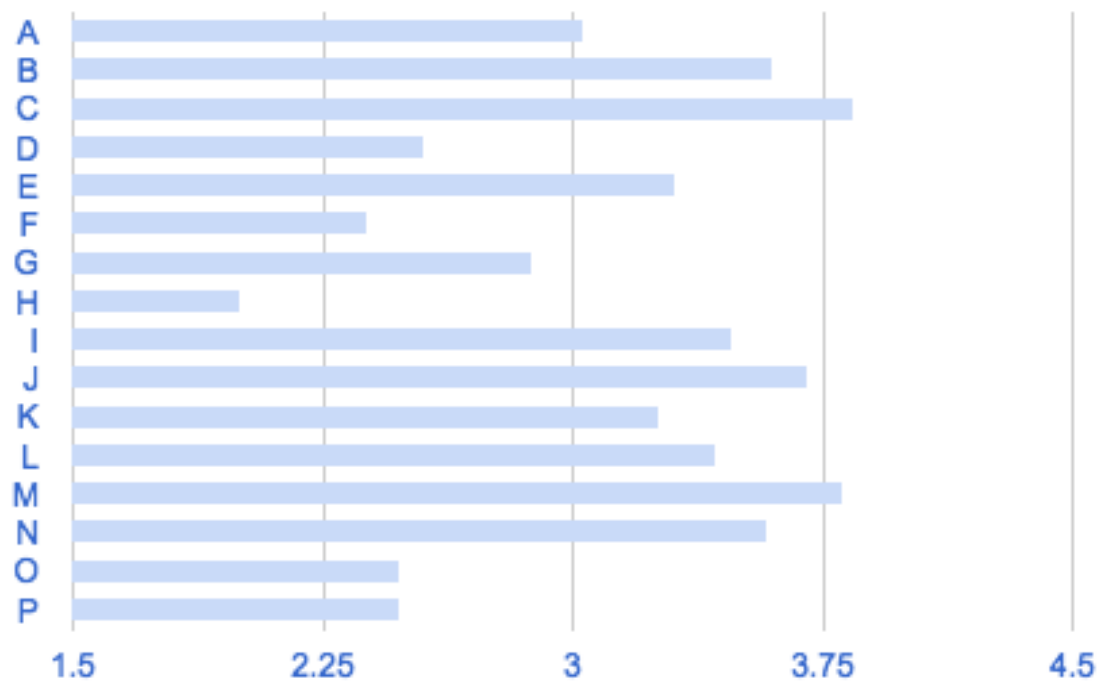
- A. *Volunteers always know what their roles in the organization are and what they should be doing in a given timeframe.*
- B. *People in our organization (leadership, volunteers, staff) understand what the strengths, capabilities, and skills of volunteers are.*
- C. *Volunteers always work in the areas they are most interested in.*
- D. *We train all volunteers working in all areas.*
- E. *Training we offer to volunteers enables volunteers to be more effective.*
- F. *We have a written (printed or digital) handbook or orientation guide for new volunteers.*
- G. *Our organization has regular check-ins with volunteers to make sure they are supported, engaged, and working effectively.*
- H. *When a volunteer leaves, we have an exit interview or other discussion to understand why.*



# Volunteer engagement questions

- I. Volunteers have opportunities to improve skills and develop interests through training and other development opportunities.*
- J. Our organization considers how volunteers would be affected when it makes decisions.*
- K. Each new volunteer is formally welcomed and oriented to our organization.*
- L. We acknowledge the contributions of volunteers through events, gifts, or online recognition for volunteers.*
- M. Volunteers have opportunities to shift roles within our organization as their skills and interests develop.*
- N. Our organization depends on the work of just one or a few important volunteers.*
- O. We have successful processes and strategies for recruiting new volunteers.*
- P. Our organization always has as many volunteers as we need to achieve impact.*

## Volunteer engagement (by question)



# Mean scores for volunteers by question

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
A	3.034391534	3.064373898	2.583333333	3.333333333	2.874458874	3.011904762	3.435185185	2.846230159	3.089087302	3.166666667	3.0625
B	3.597619048	3.614197531	3.333333333	3.75	3.545454545	3.544871795	3.768518518	3.604166667	3.649305556	3.166666667	3.666666667
C	3.839285714	3.902998236	3.722222222	4.041666667	3.782467532	3.773809524	3.685185185	4.101190476	3.88531746	3.783333333	3.729166667
D	2.553902116	2.411375661	3.027777778	3.111111111	2.2245671	2.583333333	2.37037037	2.731150794	2.418353175	2.183333333	3.145833333
E	3.311011905	3.328262787	3.166666667	3.642361111	3.143398268	2.848214286	3.537037037	3.762896826	3.301240079	3.241666667	3.375
F	2.382936508	2.417989418	2.083333333	2.493055556	2.266774892	1.970238095	2.675925926	2.676587302	2.46468254	2.033333333	2.3125
G	2.877480159	2.953924162	2.083333333	3.072916667	2.744588745	2.479166667	2.990740741	3.302579365	3.032886905	2.325	2.6875
H	1.998842593	1.967592593	1.916666667	2.09375	1.886363636	2.008928571	2.259259259	1.847222222	1.989930556	1.675	2.1875
I	3.475198413	3.510141093	3.222222222	3.694444444	3.353354978	3.071428571	3.666666667	3.800595238	3.544742064	3.3	3.354166667
J	3.707808123	3.87431187	2.866666667	3.587121212	3.790816326	3.189102564	4	4.175595238	3.91878882	3.275	3.261904762
K	3.260747354	3.242724868	3.138888889	3.475694444	3.121753247	3.145833333	3.731481481	3.10515873	3.30639881	2.675	3.416666667
L	3.430612245	3.695054945	2.666666667	3.136363636	3.616883117	2.738095238	3.888888889	3.976190476	3.80766369	2.5625	2.625
M	3.812830688	3.923280423	3.638888889	3.652777778	3.951298701	3.726190476	3.796296296	4.035714286	3.83452381	4.1	3.604166667
N	3.587301587	3.418871252	4.472222222	3.527777778	3.673160173	4.261904762	3.5	2.91468254	3.371230159	3.6	4.229166667
O	2.4775	2.63037037	1.695	2.555833333	2.387272727	1.905	2.5	3.085	2.684166667	2.4	1.89625
P	2.483630952	2.447310406	2.222222222	2.704861111	2.316017316	2.235119048	2.768518519	2.558531746	2.519890873	2.025	2.604166667

## II. Diversity

Scores across categories and questions

# Diversity

*Being inclusive of people with diverse backgrounds may help your organization be effective in many other areas. For example, a more diverse board can lead to more effective governance. If your organization is trying to increase participation and improve content on the Wikimedia sites, including people with many different backgrounds in your organization's work as volunteers, donors, staff, and partners may be a good basis for increasing participation among a more diverse group of contributors. The knowledge and perspectives of a diverse group will make your organization stronger. Organizations may create a more inclusive and welcoming environment to ensure that people of many different backgrounds feel comfortable interacting with organizations once they are engaged.*

# Categories for diversity

*Engagement (A): organization actively engages diverse volunteers.*

*Policy (B): organization has policies around harassment and friendly spaces.*

*Accessibility (C): organization projects are easy to understand for diverse volunteers.*

*Values (D): organization believes diversity is important.*

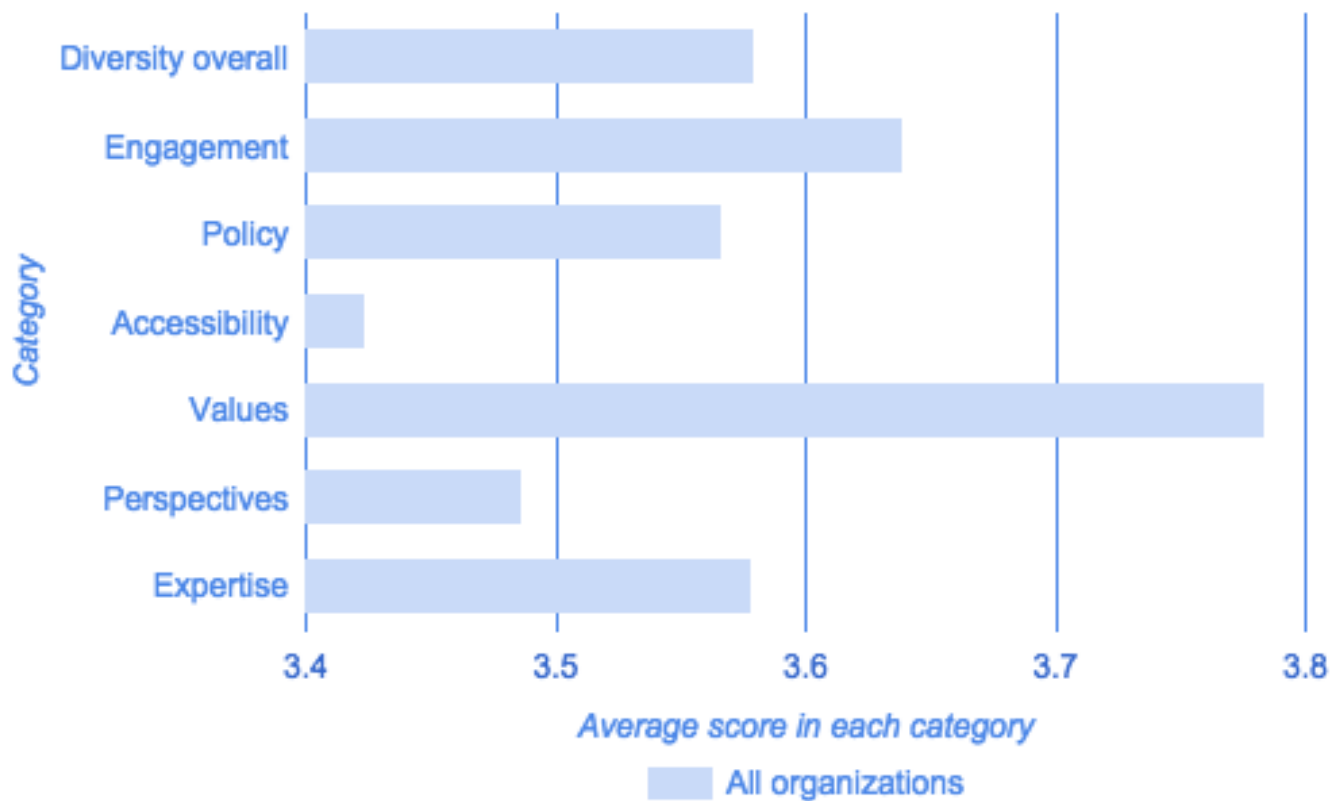
*Perspectives (E): organization includes perspectives of people with different backgrounds.*

*Expertise (F): organization uses external expertise (outside of Wikimedia).*

# Observations on diversity

- *Organizations overall value diversity, but are less strong in making programs accessible and including diverse perspectives.*
- *Chapters rated themselves higher than user groups in this strategy, and global north organizations rated themselves higher than global south organizations, especially in the area of engaging diverse contributors.*
- *Chapters with medium-sized budgets also rated themselves higher than chapters with smaller or larger budgets.*

## Diversity

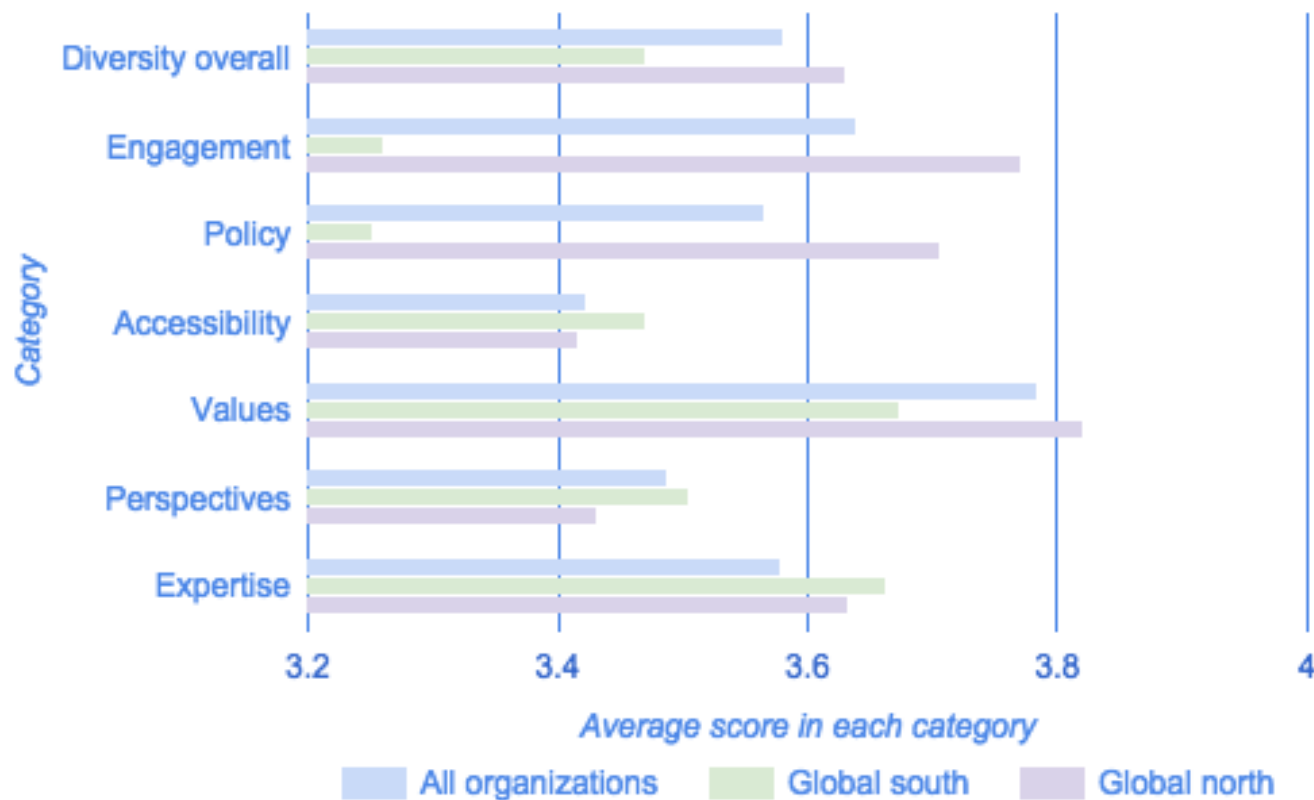




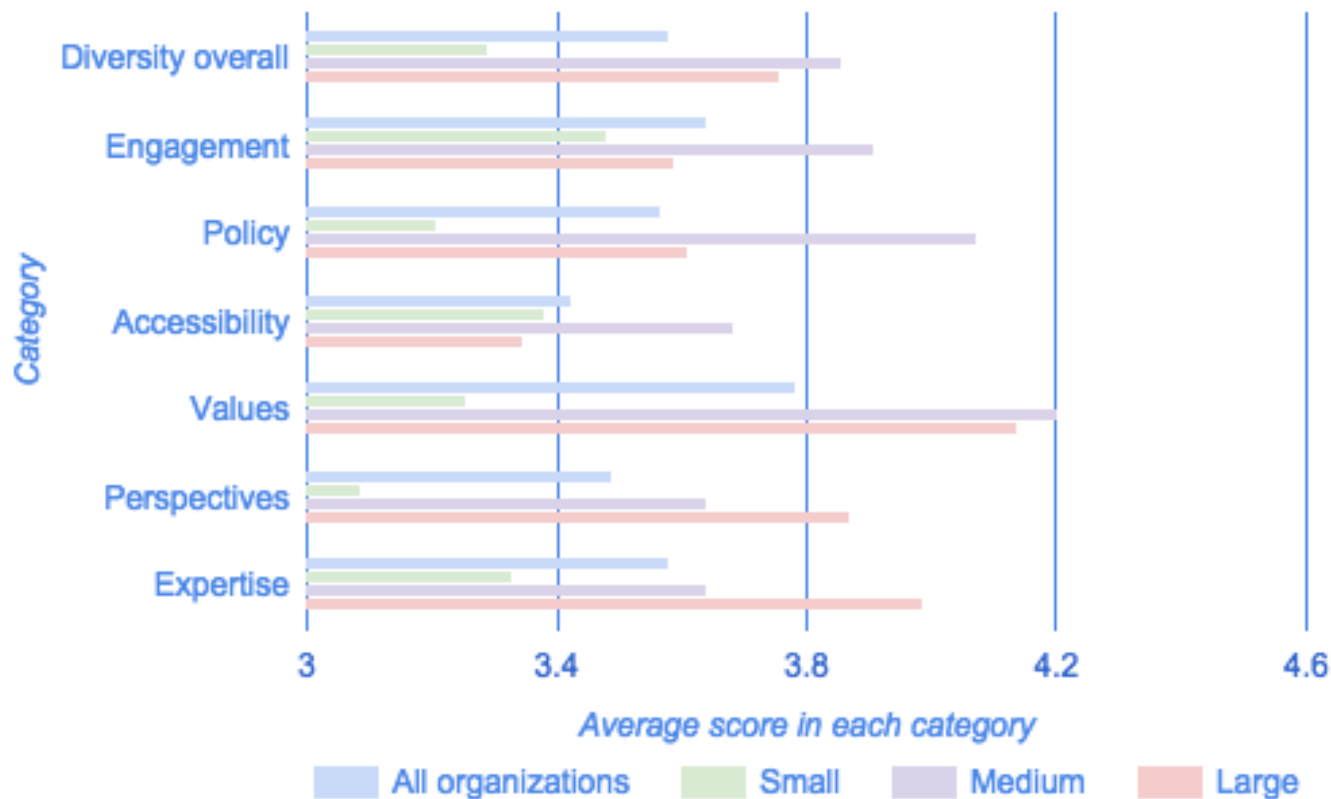
## Diversity by group type



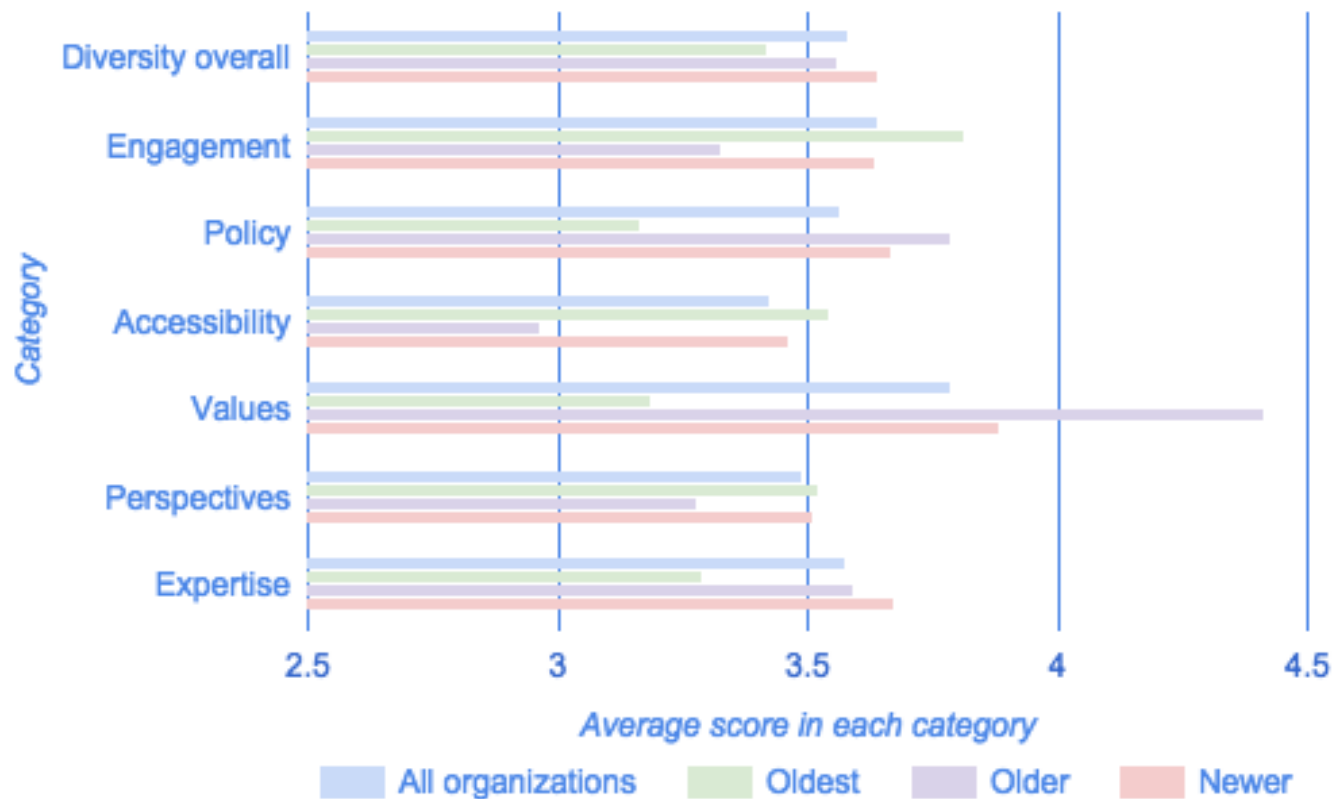
## Diversity by region



## Diversity by budget size



## Diversity by organization age



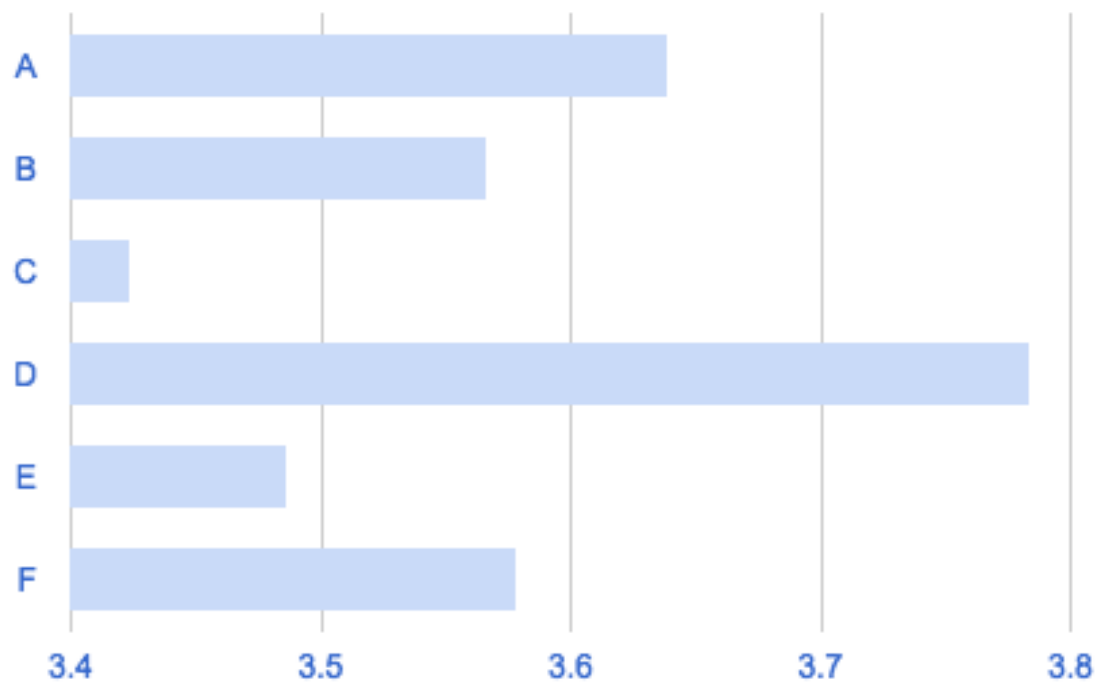
# Scores for diversity by category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
Diversity overall	3.579461451	3.644360501	3.212962963	3.470689033	3.629707792	3.290462018	3.858024691	3.756890332	3.420138889	3.560515873	3.638172878
Engagement	3.638469388	3.571016483	3.833333333	3.261363636	3.771428571	3.479166667	3.907407407	3.588311688	3.8125	3.325	3.632453416
Policy	3.566054422	3.691483517	2.888888889	3.251082251	3.706818182	3.209183674	4.074074074	3.610606061	3.166666667	3.785714286	3.666770186
Accessibility	3.423673469	3.422893773	3.222222222	3.46969697	3.416450216	3.380952381	3.685185185	3.348051948	3.541666667	2.966666667	3.462111801
Values	3.783945578	3.978388278	3	3.673160173	3.81969697	3.255102041	4.203703704	4.139393939	3.1875	4.414285714	3.881780538
Perspectives	3.486666667	3.475641026	3.111111111	3.505411255	3.430627706	3.087585034	3.638888889	3.868831169	3.520833333	3.278571429	3.510973085
Expertise	3.577959184	3.726739927	3.222222222	3.663419913	3.633225108	3.330782313	3.638888889	3.986147186	3.291666667	3.592857143	3.67494824

# Diversity questions

- A. *Our organization actively engages volunteers and online contributors from different backgrounds (for example different races, genders, languages, ages, with different expertise, etc.).*
- B. *Our organization adopts a policy to prevent harassment and welcome newcomers, and makes other efforts to ensure all people are comfortable participating in both our in-person and online activities.*
- C. *Our organization takes steps to make our projects, systems and technology easier to understand for first-time users with a variety of different backgrounds.*
- D. *People involved with our organization believe more diversity (more participation among people of different backgrounds in our organization and on the Wikimedia projects) will lead to more impact.*
- E. *Our organization actively seeks volunteers and online contributors who have different backgrounds, expertise and experience levels within the Wikimedia movement.*
- F. *Our organization actively seeks volunteers and online contributors with expertise from outside the Wikimedia movement (for example, academics, civil society organizations, business organizations, fundraising or financial experts, government).*

## Diversity (by question)



# Mean scores for diversity by question

	6 All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
A	3.638469388	3.571016483	3.833333333	3.261363636	3.771428571	3.479166667	3.907407407	3.588311688	3.8125	3.325	3.632453416
B	3.566054422	3.691483517	2.888888889	3.251082251	3.706818182	3.209183674	4.074074074	3.610606061	3.166666667	3.785714286	3.666770186
C	3.423673469	3.422893773	3.222222222	3.46969697	3.416450216	3.380952381	3.685185185	3.348051948	3.541666667	2.966666667	3.462111801
D	3.783945578	3.978388278	3	3.673160173	3.81969697	3.255102041	4.203703704	4.139393939	3.1875	4.414285714	3.881780538
E	3.486666667	3.475641026	3.111111111	3.505411255	3.430627706	3.087585034	3.638888889	3.868831169	3.520833333	3.278571429	3.510973085
F	3.577959184	3.726739927	3.222222222	3.663419913	3.633225108	3.330782313	3.638888889	3.986147186	3.291666667	3.592857143	3.67494824



# III. Online contributors

Scores across categories and questions

# Online contributors

*This strategy focuses on how organizations offer support to the people who work on the Wikimedia projects (for example, people who create or improve articles on Wikipedia or upload images to Wikimedia Commons), to help build communities. Communities in this context are a group of people who share a common interest, of contributing to the Wikimedia projects. Communities on the Wikimedia projects may define themselves in many different ways: they may be defined geographically, by language groups, or by specific projects. Building communities is an important aspect of supporting more contributions to the Wikimedia projects. While communities will grow themselves, organizations can play a supporting role in strengthening them by communicating with communities about their needs and supporting ways people can interact more effectively.*

# Categories for online contributors

*Support (A, H, I): organization supports and consults contributors effectively through its activities.*

*Values (B): organization believes supporting online contributors is important.*

*Offline activities (C-E): organization supports contributors through offline activities.*

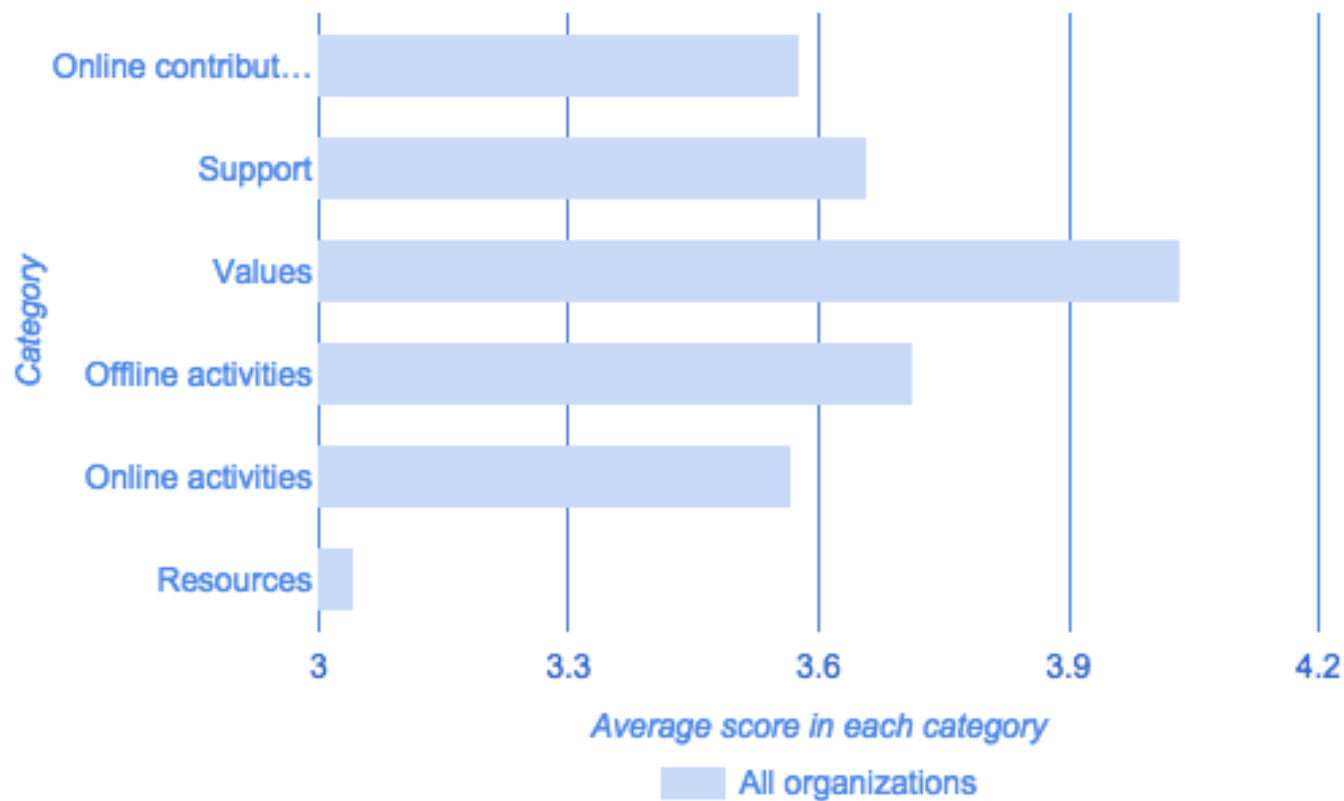
*Online activities (F, G): organization supports contributors through online activities.*

*Resources (J, K): organization has the resources to support contributors and uses them effectively.*

# Observations on contributors

- *Organizations highly valued supporting online contributors, but organizations overall did not feel they had the resources to do so effectively. Chapters especially valued this strategy.*
- *Global north organizations rated themselves slightly higher than global south organizations, especially with respect to resources.*

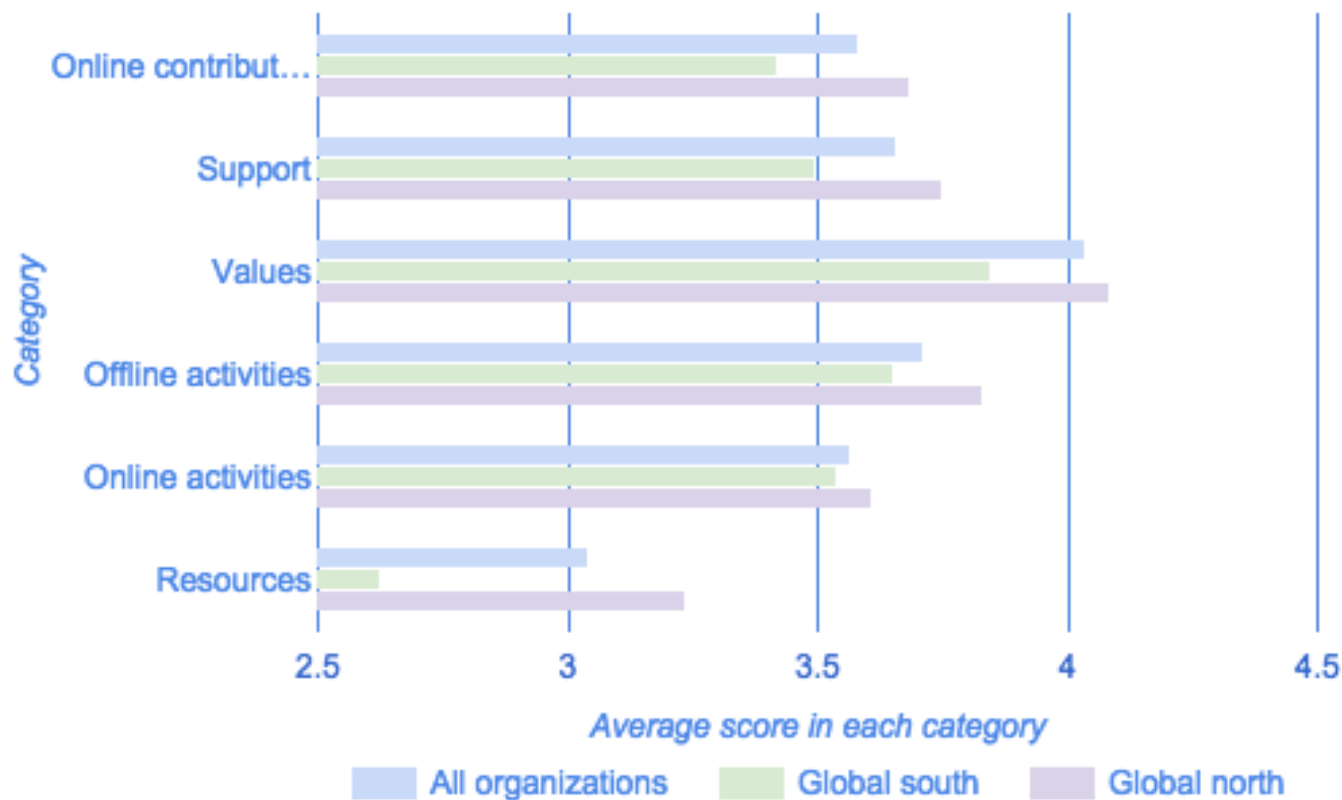
## Online contributors



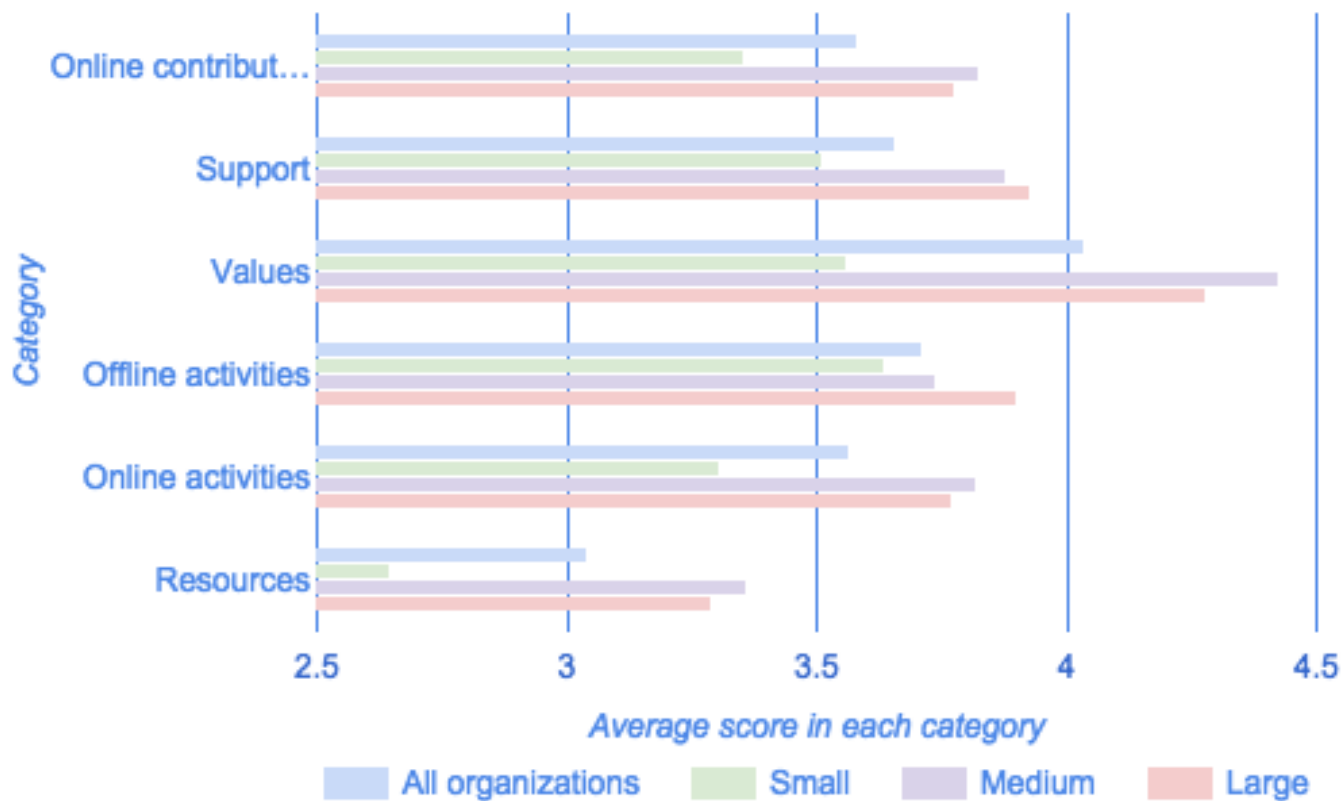
## Online contributors by group type



## Online contributors by region



## Online contributors by budget size





## Online contributors by organization age



# Scores for contributors by category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
Online contributors overall	3.578794063	3.647444222	3.474747475	3.419618261	3.682073987	3.354591837	3.825617284	3.777061431	3.469742063	3.030782313	3.7328722
Support	3.658730159	3.670940171	3.574074074	3.496031746	3.746933622	3.512755102	3.87962963	3.925541126	3.75	2.935714286	3.779779158
Values	4.033469388	4.109157509	3.722222222	3.845238095	4.08517316	3.556972789	4.425925926	4.276406926	3.729166667	3.542857143	4.224637681
Offline activities	3.712426304	3.777411477	3.592592593	3.652236652	3.83001443	3.635487528	3.737654321	3.89992785	3.652777778	3.307142857	3.803657695
Online activities	3.56707483	3.647985348	3.083333333	3.537337662	3.610768398	3.303146259	3.819444444	3.770779221	3.40625	2.91547619	3.736335404
Resources	3.042823129	3.185851648	3.416666667	2.625541126	3.23262987	2.646258503	3.361111111	3.291017316	2.583333333	2.442857143	3.306987578

# Mean scores for contributors by question

	8 All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
A	3.817414966	3.8503663	3.666666667	3.788961039	3.883225108	3.715136054	3.87962963	3.925541126	3.75	2.935714286	3.994202899
H	3.835034014	3.790750916	3.944444445	3.554112554	3.960497835	3.721088435	3.925925926	3.890692641	3.958333333	3.485714286	3.852898551
I	3.323741497	3.371703297	3.111111111	3.145021645	3.397077922	3.102040816	3.62962963	3.385064935	3.208333333	2.585714286	3.492236025
B	4.033469388	4.109157509	3.722222222	3.845238095	4.08517316	3.556972789	4.425925926	4.276406926	3.729166667	3.542857143	4.224637681
C	3.714353741	3.782142857	3.444444445	3.625541126	3.778246753	3.479591837	3.805555556	4.003463203	3.583333333	3.192857143	3.850621118
D	4.199727891	4.326556777	4	4.00974026	4.426515152	4.162414966	4.175925926	4.375757576	3.9375	4.021428571	4.32194617
E	3.223197279	3.223534799	3.333333333	3.321428571	3.285281385	3.264455782	3.231481482	3.32056277	3.4375	2.707142857	3.238405797
F	3.624421769	3.763644689	2.833333333	3.522727273	3.686580087	3.303571429	3.87962963	3.835281385	3.1875	2.95	3.8936853
G	3.509727891	3.532326007	3.333333333	3.551948052	3.53495671	3.302721088	3.759259259	3.706277056	3.625	2.880952381	3.578985507
J	3.520544218	3.643040293	3.166666667	3.222943723	3.739393939	3.425170068	3.740740741	3.645454545	3.375	3.223809524	3.622774327
K	2.565102041	2.728663004	3.666666667	2.028138528	2.725865801	1.867346939	2.981481481	2.936580087	1.791666667	1.661904762	2.991200828

# IV. Learning

Average scores across categories and questions

# Learning

*Effective Wikimedia organizations learn from their work to improve over time, and also share their learning with others and learn from other Wikimedia organizations, to help Wikimedia organizations overall become more effective. Effective learning may include documenting what your organization has learned, collecting information that will help your organization learn, applying what your organization has learned to improve your organization's activities, and proactively sharing that information with others. Wikimedia organizations at different stages will approach this differently, as larger organizations doing many activities may need a more systematic approach.*

# Categories for learning

*Organizational learning (A-E): organization learns about itself and how it works.*

*Values (F): organization believes learning is important.*

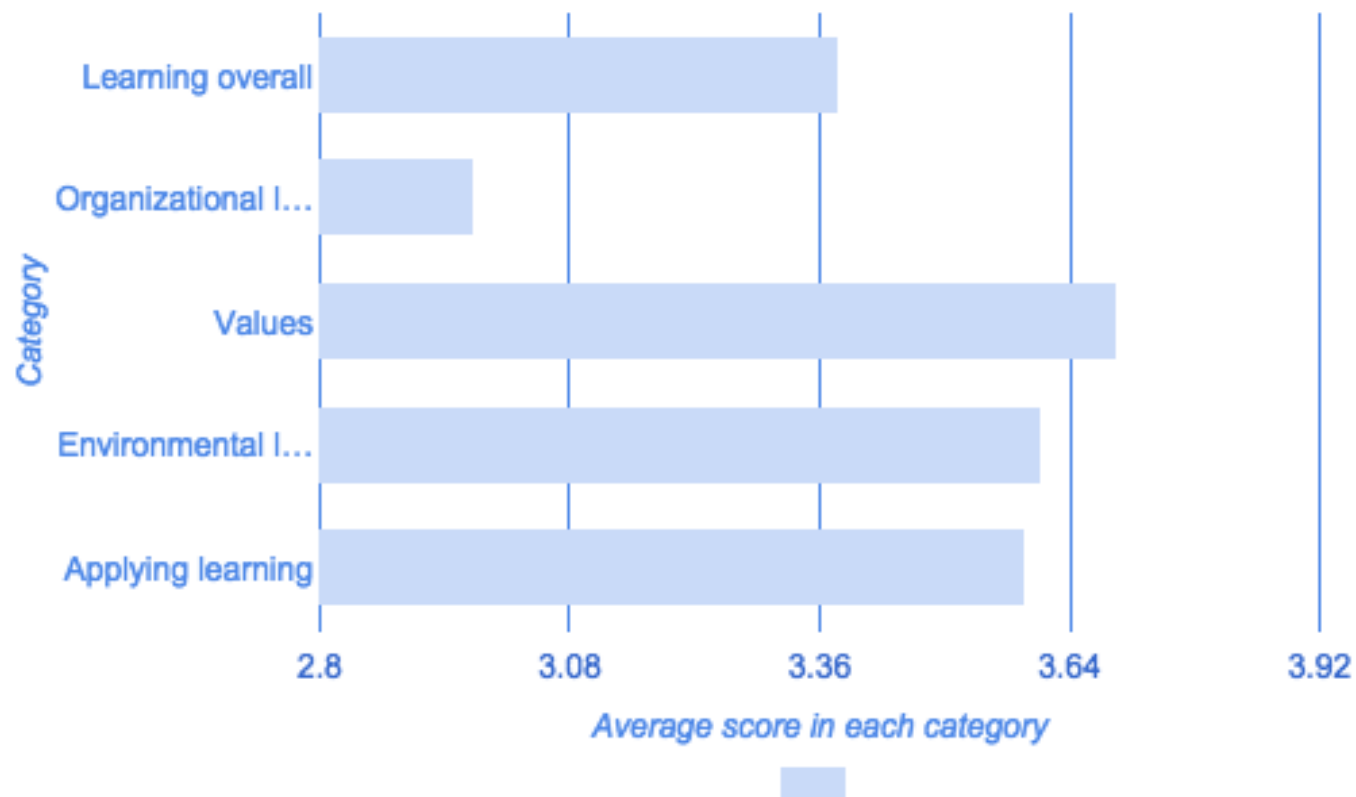
*Environmental learning (H-K): organization learns about the environment in which it works.*

*Applying learning (G, L-N): organization applies what it learns to improve.*

# Observations on learning

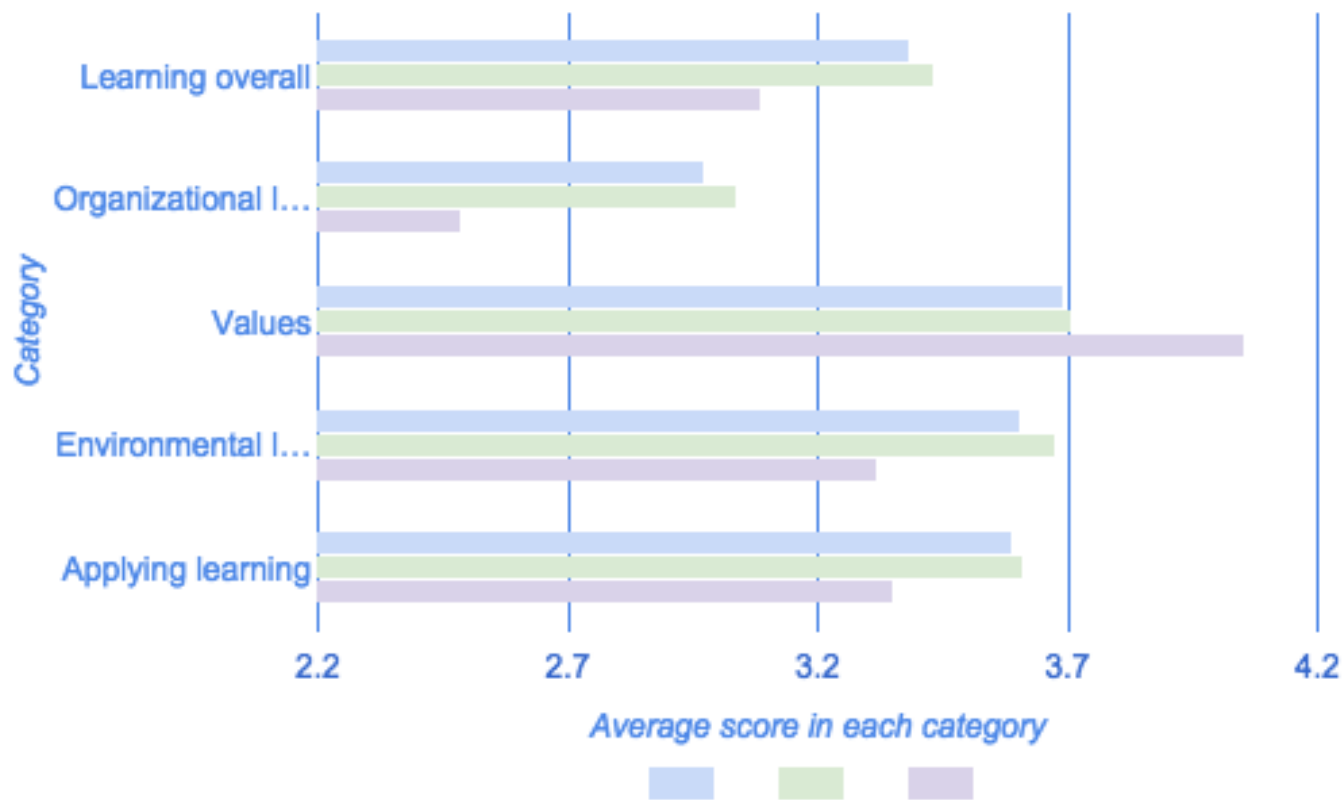
- *While organizations overall valued learning, they rated themselves higher in learning about their environments than learning about their organization and activities.*
- *While user groups valued this even more than chapters, they rated themselves lower in most categories.*
- *Especially in the area of organizational learning, chapters with larger budgets rated themselves higher.*

## Learning

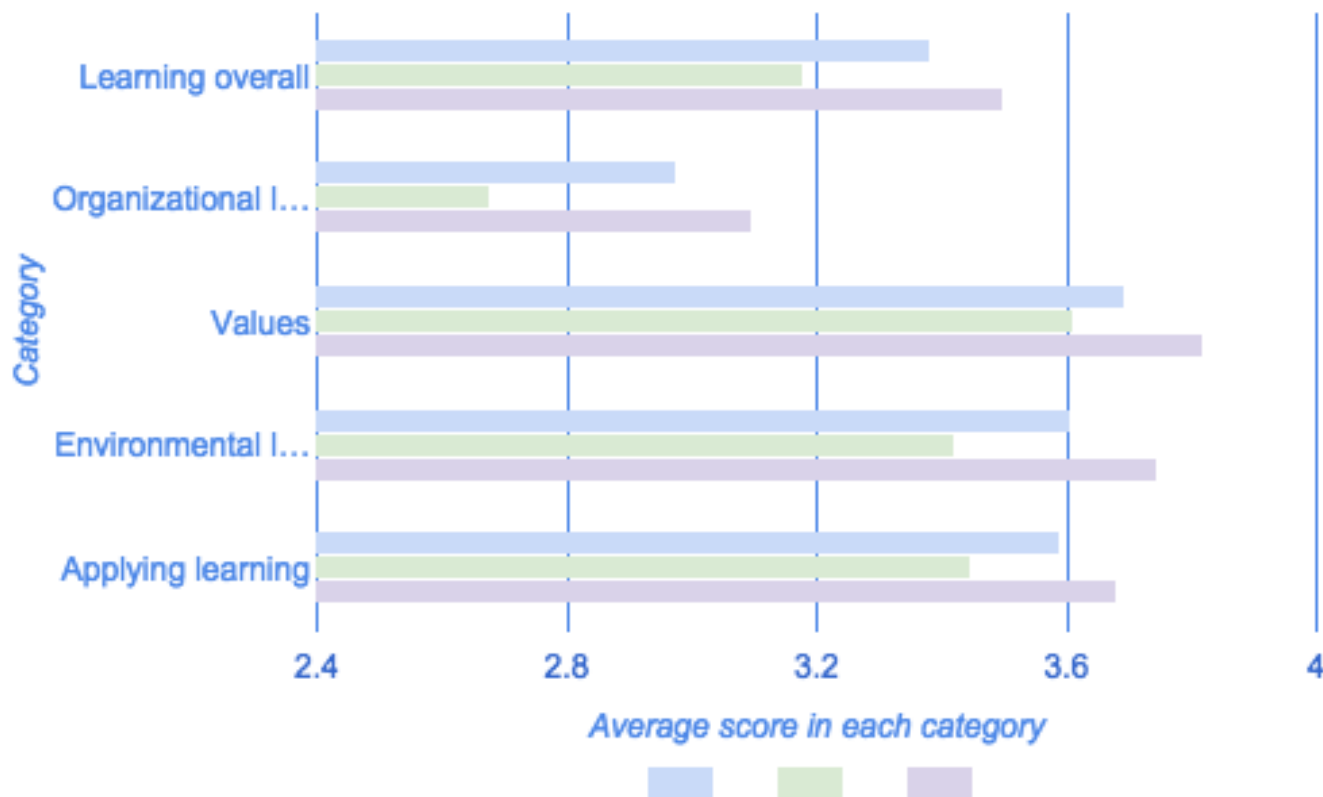




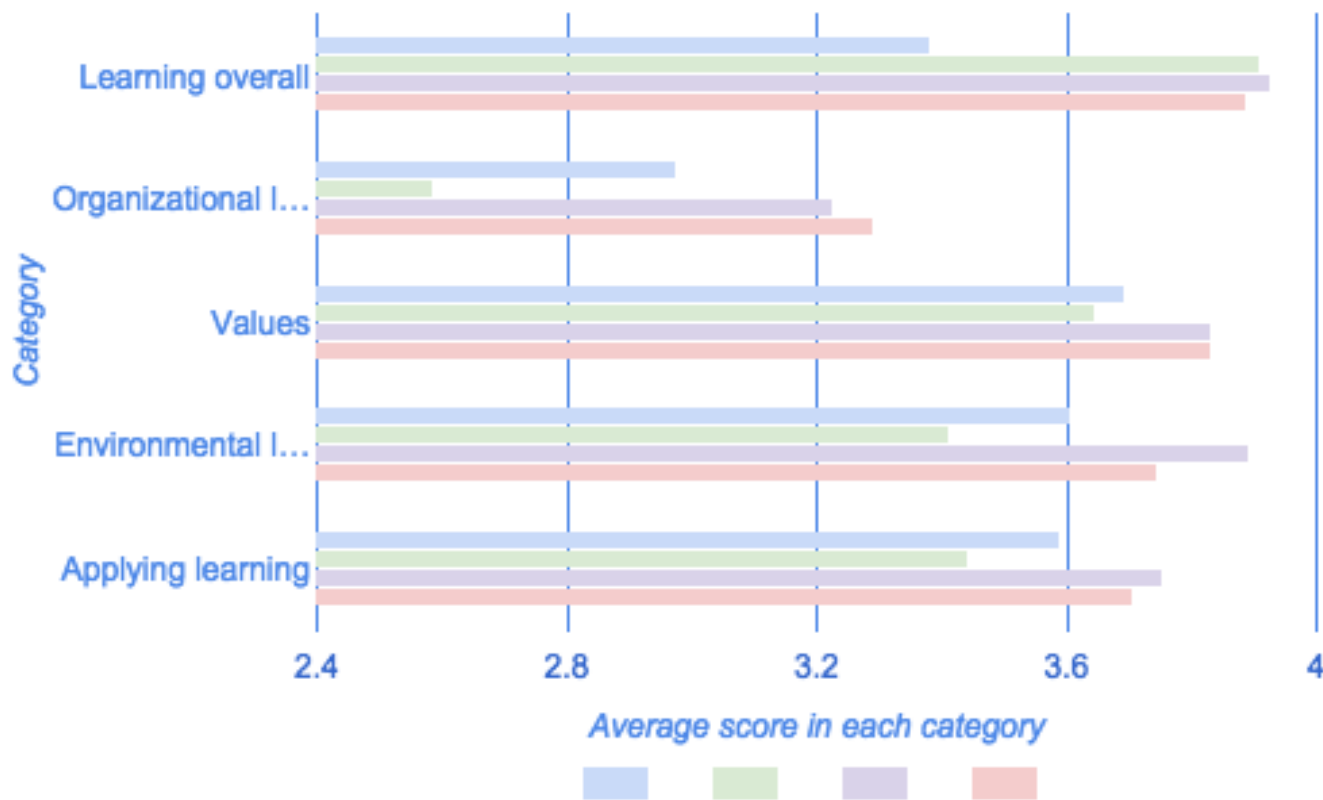
## Learning by group type



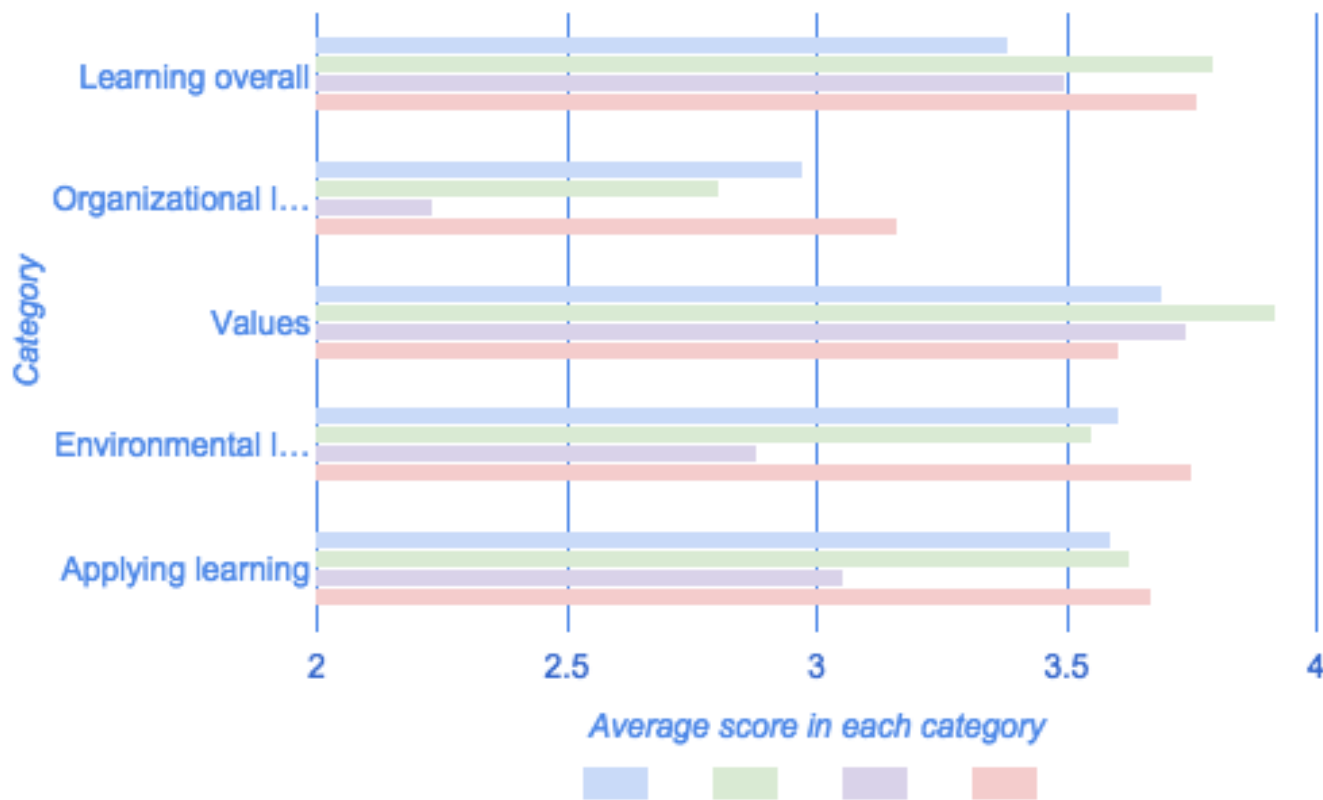
## Learning by region



## Learning by budget size



## Learning by organization age



# Scores for learning by category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
Learning overall	3.381786286	3.43216248	3.084126984	3.176530612	3.499643667	3.874771062	3.819212963	3.88525974	3.677380952	3.438809524	3.768610484
Organizational learning	2.973414966	3.03985348	2.488888889	2.675324675	3.097316017	2.587755102	3.225925926	3.291601732	2.804166667	2.232380952	3.16115942
Values	3.691496599	3.706501831	4.055555556	3.61038961	3.817640693	3.646258503	3.833333333	3.832251082	3.916666667	3.742857143	3.604244306
Environmental learning	3.607670068	3.676991758	3.319444444	3.422619048	3.744074675	3.412414966	3.893518519	3.745725108	3.552083333	2.879761905	3.753597309
Applying learning	3.588939076	3.609134615	3.35	3.448484848	3.678622964	3.441653585	3.75462963	3.706547619	3.626488095	3.054761905	3.668193582

# Questions for learning

- A. *Organizational learning: Our organization has effective ways to get feedback from volunteers and other key stakeholders.*
- B. *Organizational learning: Our organization collects feedback from everyone involved (for example, volunteers, staff, leadership) to understand what is and is not working about our organization from their perspectives.*
- C. *Organizational learning: Our organization systematically collects and documents information about how organization processes (meetings, communication, etc.) are working and can be improved.*
- D. *Organizational learning: Our organization has people (staff or volunteers) whose role it is to understand how we can improve the way our organization functions.*
- E. *Organizational learning: Our organization systematically collects and documents data from every activity we do to understand its impact (for example, how participants got involved with Wikimedia after an event).*
- F. *Organizational learning: People in our organization (volunteers, leadership, staff) highly value learning from other Wikimedia organizations and nonprofit organizations.*
- G. *Applying learning: Our organization applies what we learn about our activities to have more impact in the future.*

# Questions for learning

*H. Environmental learning: Our organization systematically collects and documents information about our local context or area of focus (for example, about local laws, local organizations).*

*I. Environmental learning: Our organization has effective systems in place (for example meetings, online spaces that are used by the community) to share and discuss what we have recently learned.*

*J. Environmental learning: Our organization understands what is happening in the field of open knowledge in our country/region or impacting our organization's specific area of focus (for example, language, topic, project).*

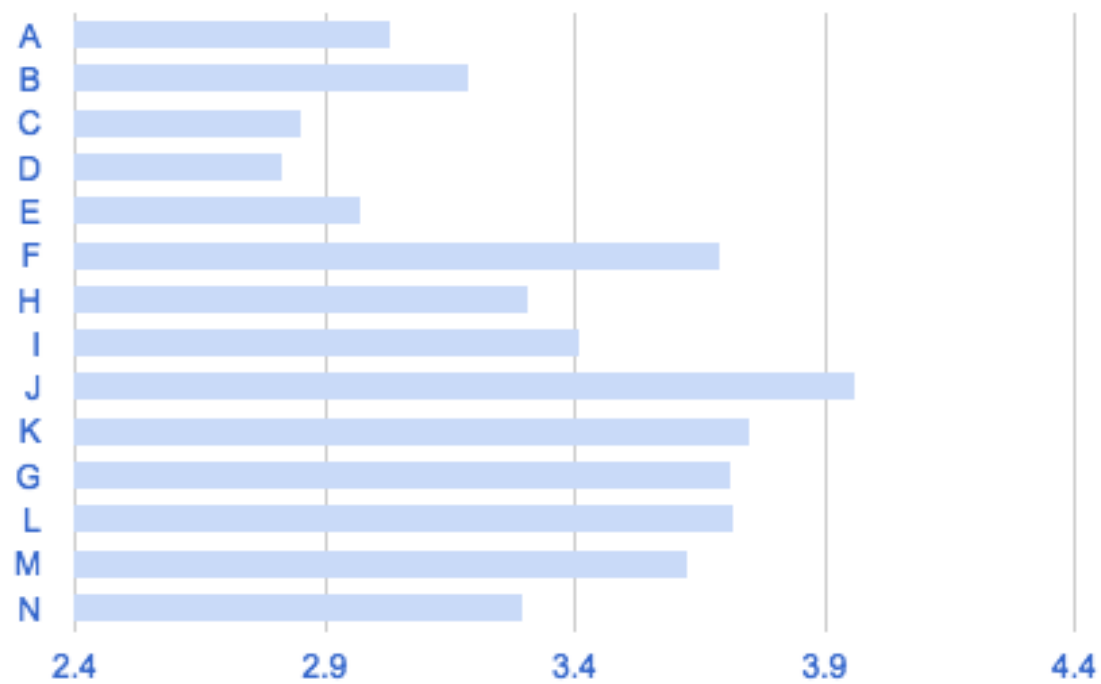
*K. Environmental learning: Our organization understands what is happening around the world in the field of open knowledge, and works with others in the field of open knowledge.*

*L. Applying learning: Our organization's strategies and activities are informed by information about what is happening around the world and locally (or in our focus area) in the field of open knowledge.*

*M. Applying learning: Our organization actively shares what we have learned with other Wikimedia organizations and/or other nonprofit organizations (for example, through blog posts or informative grant reports or annual reports).*

*N. Applying learning: Our organization proactively asks other Wikimedia organizations and/or other organizations for information about what they have learned.*

## Learning (by question)





# Mean scores for learning by question

	10 All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
A	3.033129252	3.159981685	2.333333333	2.616883117	3.244264069	2.782312925	3.425925926	3.124891775	2.75	2.090476191	3.295548654
B	3.190272109	3.268956044	2.611111111	2.896103896	3.309199134	2.727891156	3.296296296	3.709307359	2.958333333	2.304761905	3.42494824
C	2.853333333	2.828205128	2.722222222	2.803030303	2.865151515	2.642857143	3.111111111	2.942424242	2.979166667	2.1	2.94057971
D	2.817823129	2.850915751	2.5	2.456709957	2.913636364	2.323129252	3.037037037	3.206060606	2.625	2.204761905	2.991511387
E	2.972517007	3.091208791	2.277777778	2.603896104	3.154329004	2.462585034	3.259259259	3.475324675	2.708333333	2.461904762	3.15320911
F	3.691496599	3.706501831	4.055555556	3.61038961	3.817640693	3.646258503	3.833333333	3.832251082	3.916666667	3.742857143	3.604244306
H	3.310748299	3.360622711	3.166666667	3.119047619	3.457575758	3.105442177	3.537037037	3.551515152	3.375	2.595238095	3.412836439
I	3.408503401	3.428113553	3.277777778	3.41991342	3.417207792	3.329931973	3.685185185	3.364718615	3.458333333	2.857142857	3.487060041
J	3.960408163	4.081318681	3.5	3.575757576	4.217316017	3.69047619	4.407407407	4.070995671	3.75	2.933333333	4.212215321
K	3.751020408	3.837912088	3.333333333	3.575757576	3.884199134	3.523809524	3.944444445	3.995670996	3.625	3.133333333	3.902277433
G	3.715196078	3.819871795	3.2	3.688311688	3.79739229	3.428571429	3.888888889	4.067748918	3.571428571	3.514285714	3.79389234
L	3.719607843	3.761538462	3.533333333	3.638095238	3.822077922	3.542124542	3.925925926	3.916883117	3.80952381	3.209523809	3.780952381
M	3.625306122	3.63021978	3.333333333	3.357142857	3.748051948	3.482993197	3.944444445	3.556709957	3.625	2.919047619	3.748240166
N	3.295646258	3.224908425	3.333333333	3.11038961	3.346969697	3.31292517	3.259259259	3.284848485	3.5	2.576190476	3.349689441

# V. Resources

Average scores across categories and questions

# Resources

*Resource mobilization is about gaining and using the resources your organization needs to do its work. Resources may include money (donations, grants from institutions, money earned through fees), in-kind resources (for example, office space or materials to do your organization's activities), and pro-bono services (professionals donating their time to your organization for a specific purpose, who would normally charge for that service). It is important to consider your organization's reputation as a key resource your organization can leverage in its work. Those partners investing resources in your organization are also building a relationship with your organization in addition to offering your organization money, in-kind services, or pro-bono services. Volunteers are also a resource since they give your organization time, but they are considered through other strategies.*

# Categories for resources

*In-kind (A, B): organization is making use of in-kind donations.*

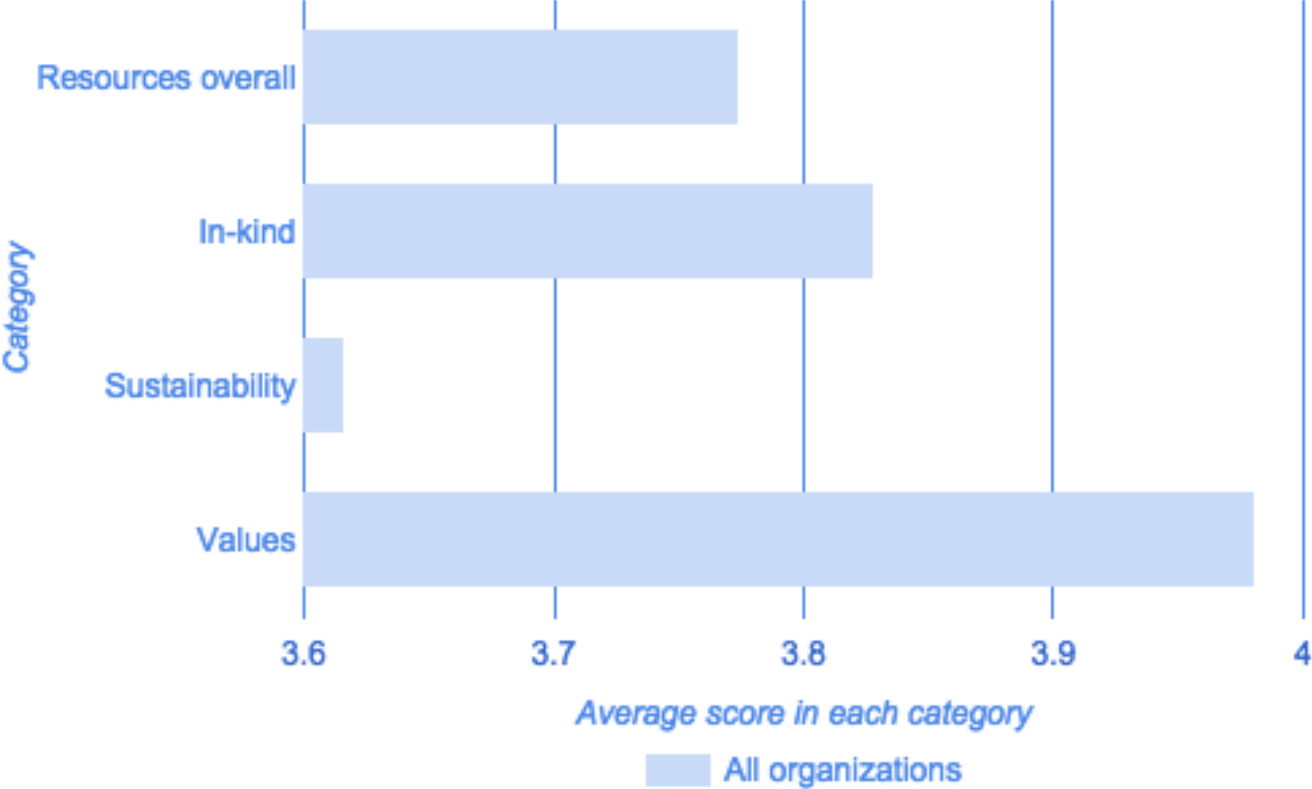
*Sustainability (C, D): organization's strategies for resources can be maintained over time.*

*Values (E): organization believes resources are important.*

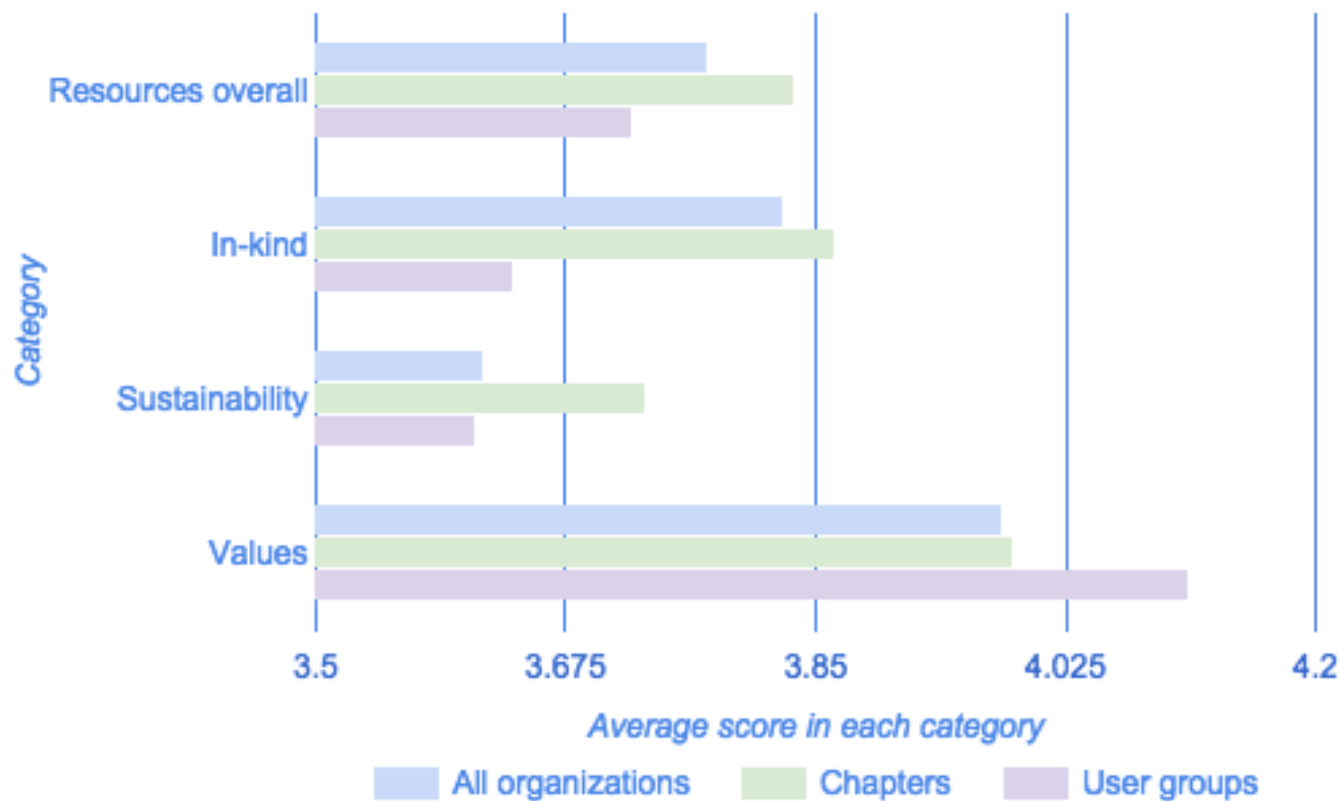
# Observations on resources

- *Organizations overall value resources very highly, but still need capacity in building sustainable strategies to raising resources and leveraging in-kind resources.*
- *Across categories, global north organizations rate themselves more highly than global south organizations.*
- *On the other hand, user groups and small budget organizations value this strategy highly, but rate themselves lower across capacity areas.*

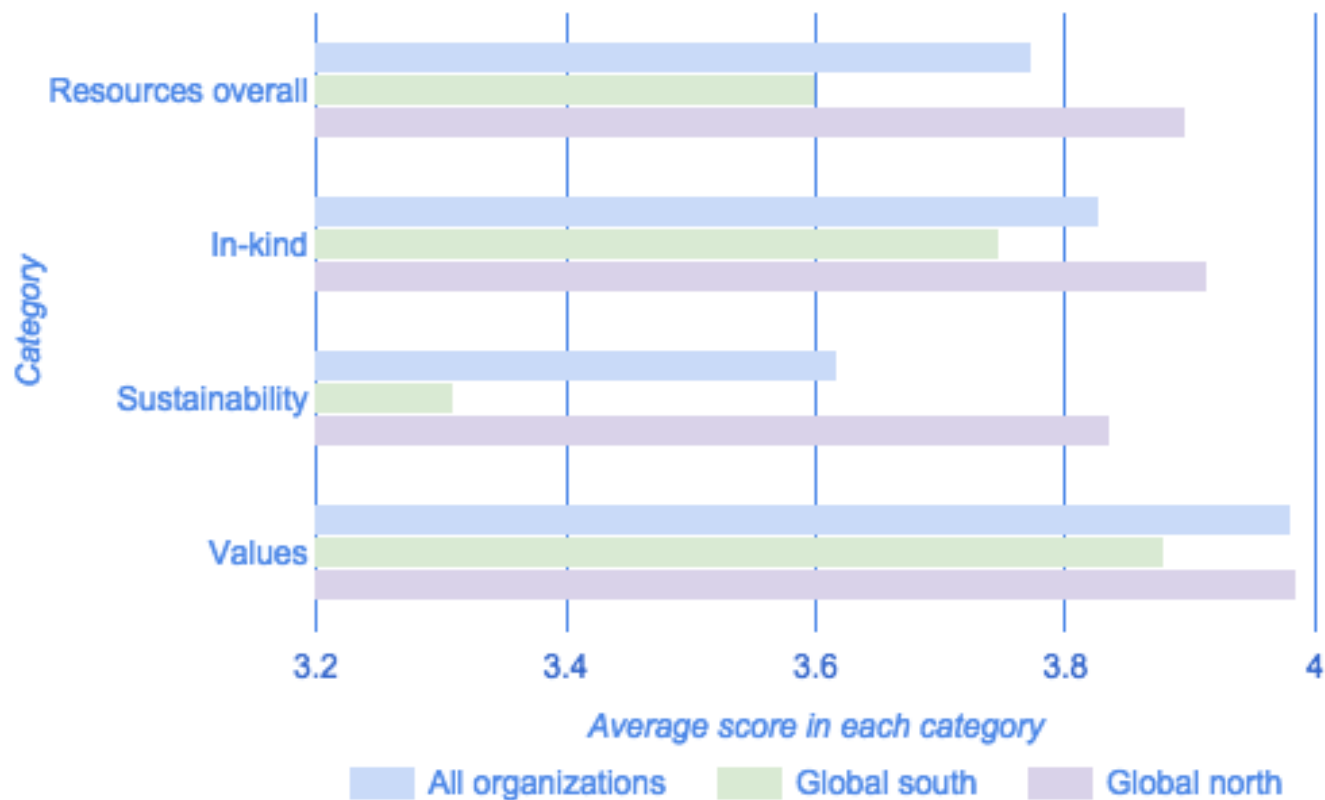
# Resources



## Resources by group type



## Resources by region





## Resources by budget size



## Resources by organization age



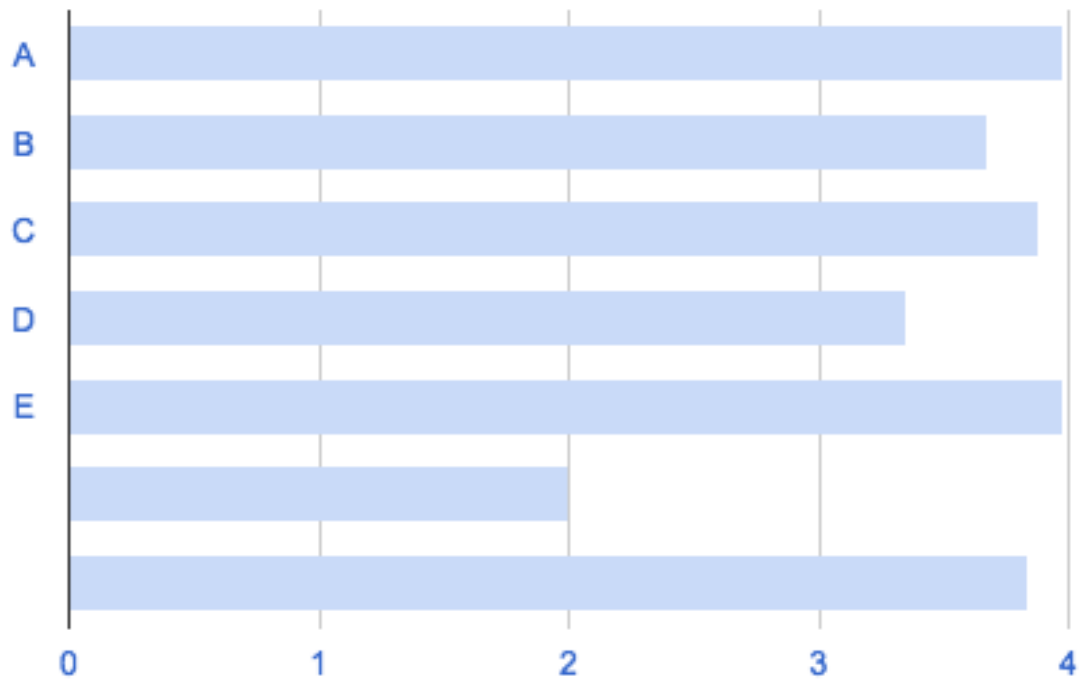
# Scores for resources by category

	All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
Resources overall	3.773921569	3.8352	3.722222222	3.599134199	3.896326531	4.081632653	3.904166667	4.041471861	3.691666667	3.451428571	3.862467532
In-kind	3.827906162	3.862619048	3.638888889	3.747835498	3.912981859	4.037414966	4.145833333	4.023268398	3.916666667	3.345238095	3.883387446
Sustainability	3.616456583	3.731714286	3.611111111	3.310606061	3.83537415	3.666666667	3.614583333	4.019047619	3.333333333	3.05	3.822402597
Values	3.980882353	3.987333333	4.111111111	3.878787879	3.984920635	5	4	4.122727273	3.958333333	4.466666667	3.900757576

# Questions for resources

- A. *Our organization proactively looks for in-kind resources our members or partners can provide us (e.g. facility space, equipment, expertise).*
- B. *The majority of people in our organization believe it's important for us to find sources of financial support outside of the Wikimedia Foundation.*
- C. *Our organization knows about, and uses, all of the in-kind resources (e.g. facility space, equipment, expertise) available to us through our members and partners.*
- D. *Raising resources (whether financial or in-kind) is critical for our organization to sustain its work.*
- E. *Our organization raises financial resources from multiple sources (e.g. from grants, fundraising, website donations, fee-for-service work).*

## Resources (by question)



# Mean scores for resources by question

	12 All orgs	Chapters	User groups	Global south	Global north	Small	Medium	Large	Oldest	Older	Newer
A	3.978851541	4.044571429	3.777777778	3.807359307	4.138095238	3.741496599	4.333333333	4.203030303	4.020833333	3.509523809	4.048917749
B	3.676960784	3.680666667	3.5	3.688311688	3.687868481	4.333333333	3.958333333	3.843506494	3.8125	3.180952381	3.717857143
C	3.885714286	3.937904762	4.277777778	3.87012987	4.02585034	3	3.833333333	4.049350649	3.958333333	3.114285714	3.9995671
D	3.34719888	3.52552381	2.944444445	2.751082251	3.644897959	4.333333333	3.395833333	3.988744589	2.708333333	2.985714286	3.645238095
E	3.980882353	3.987333333	4.111111111	3.878787879	3.984920635	5	4	4.122727273	3.958333333	4.466666667	3.900757576