
FDC ROUND 2, 2012-13

**Process Survey and Cost Benefit
Survey Results**

AUGUST 2013

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Learning & Evaluation team,
Wikimedia Foundation*

“The goal of the FDC is to make decisions about how to **effectively allocate** movement funds to achieve Wikimedia’s mission, vision, and strategy.”

Context of Round 2, 2012-13

- Round 2 had **four** total applications: **25%** of the number of applicants as Round 1 (R1)
- **50%** of the applicants received **0%** of their requested funding, due to eligibility
- The **other 50% of applicants** received a collective **67%** of requested funds
- **One** applicant was re-applying after Round 1, upon the R1 recommendation of the FDC
- **Less than 25%** of the respondents from the Process Survey were applicants, and only one of the four applicants responded (partially) to the Cost-Benefit survey
 - This means we are unable to accurately assess the amount of resources that went into R2 on the part of the applicants

Executive Summary

- The results of these survey should be viewed in light of the overall context of the Round 2 FDC process
 - The “Overall” results are heavily weighted towards WMF-FDC Staff and FDC members
 - The “Entity/Community” results are mostly negative
- The Entities (respondents) that applied for funds in Round 2 were dissatisfied with the process and did not agree that the process was fair, reasonable, or well-communicated
- Those directly involved with managing the process (FDC / ombudsperson / staff) are satisfied with the process overall, though largely agree that impact remains to be seen in strategic goals.
- The FDC application process should **consider changes to improve clarity and increase efficiency.**
 - For example, avoiding “corporate speak,” defining key terms (e.g., “programs”), clarifying eligibility, and exploring application avenues outside of MediaWiki (e.g., video chat, Google spreadsheet, in-person interview)

We conducted two follow-up surveys to gather perceptions, inputs, and suggestions

1

Process Feedback Survey

Sent to all involved parties of Round 1 to gather (1) perceptions of the FDC process' effectiveness, (2) perception of the costs, and (3) input on potential process improvements

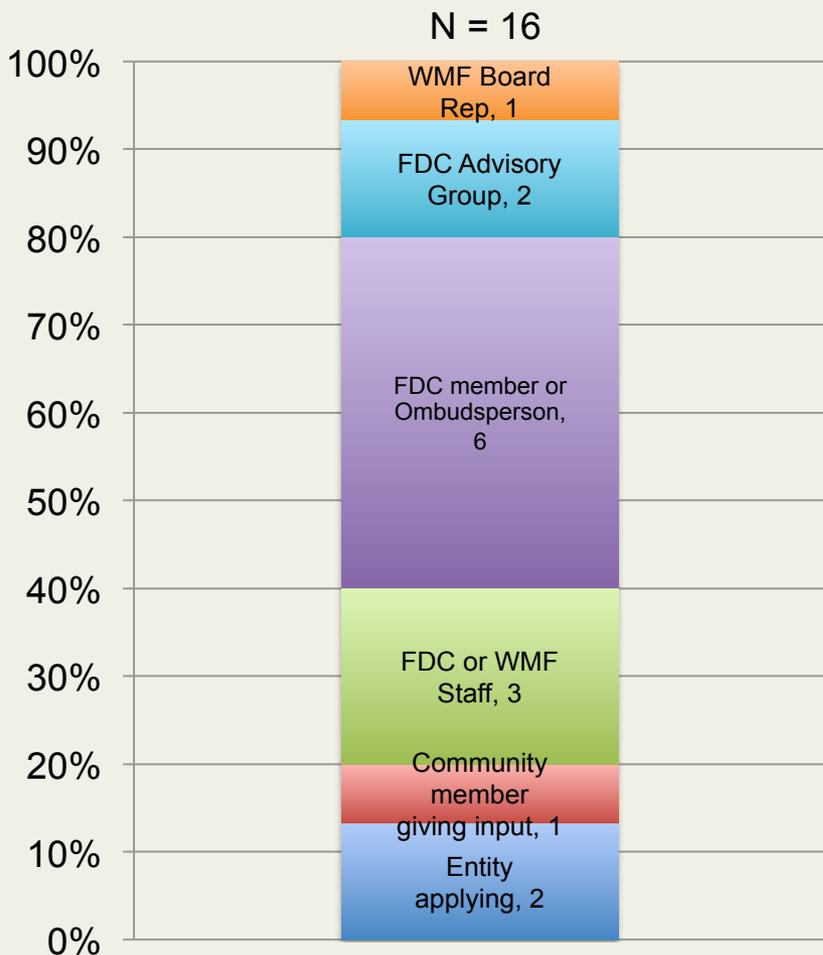
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Cost/Benefit Survey

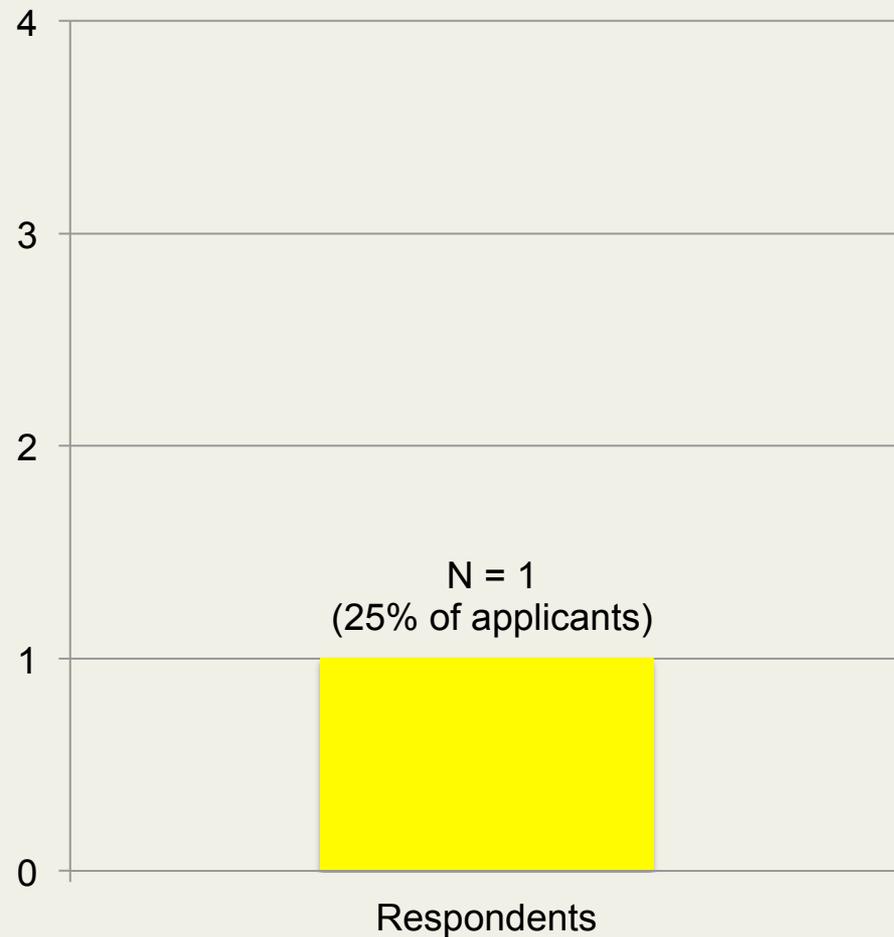
Sent to primary applicants of FDC to determine (1) costs of the FDC process and (2) suggestions for improving the efficiency

Given the low number of applicants, most feedback was not from applicants

Process Survey



Cost-Benefit Survey



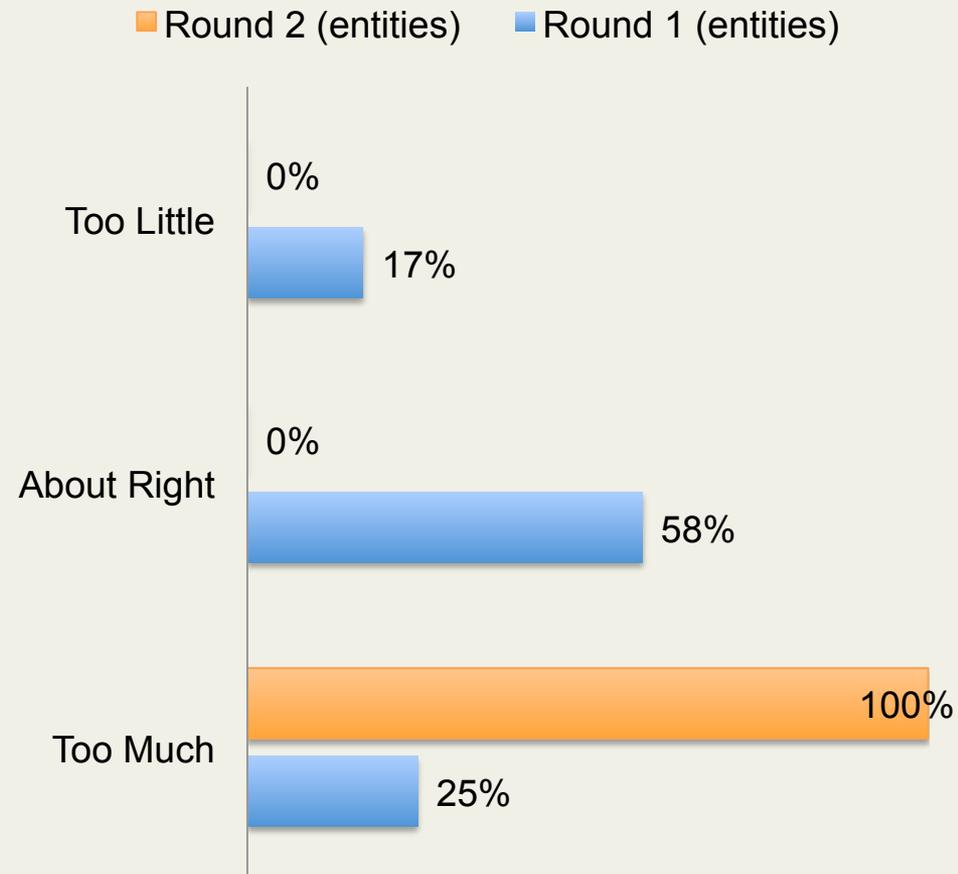
Time spent on the application was the same in Rounds 1 & 2, but entities found it too much in Round 2

Q: If you have sought similar levels of funding from other sources, how did the total investment of staff time and money you spend on requesting funds through the FDC compare?

Q: Given the scope of your role, do you think the amount of time was:

ROUND 1
Average Time = 68 hrs
(Range: 3-150 hours)
(Median: 70 hours)

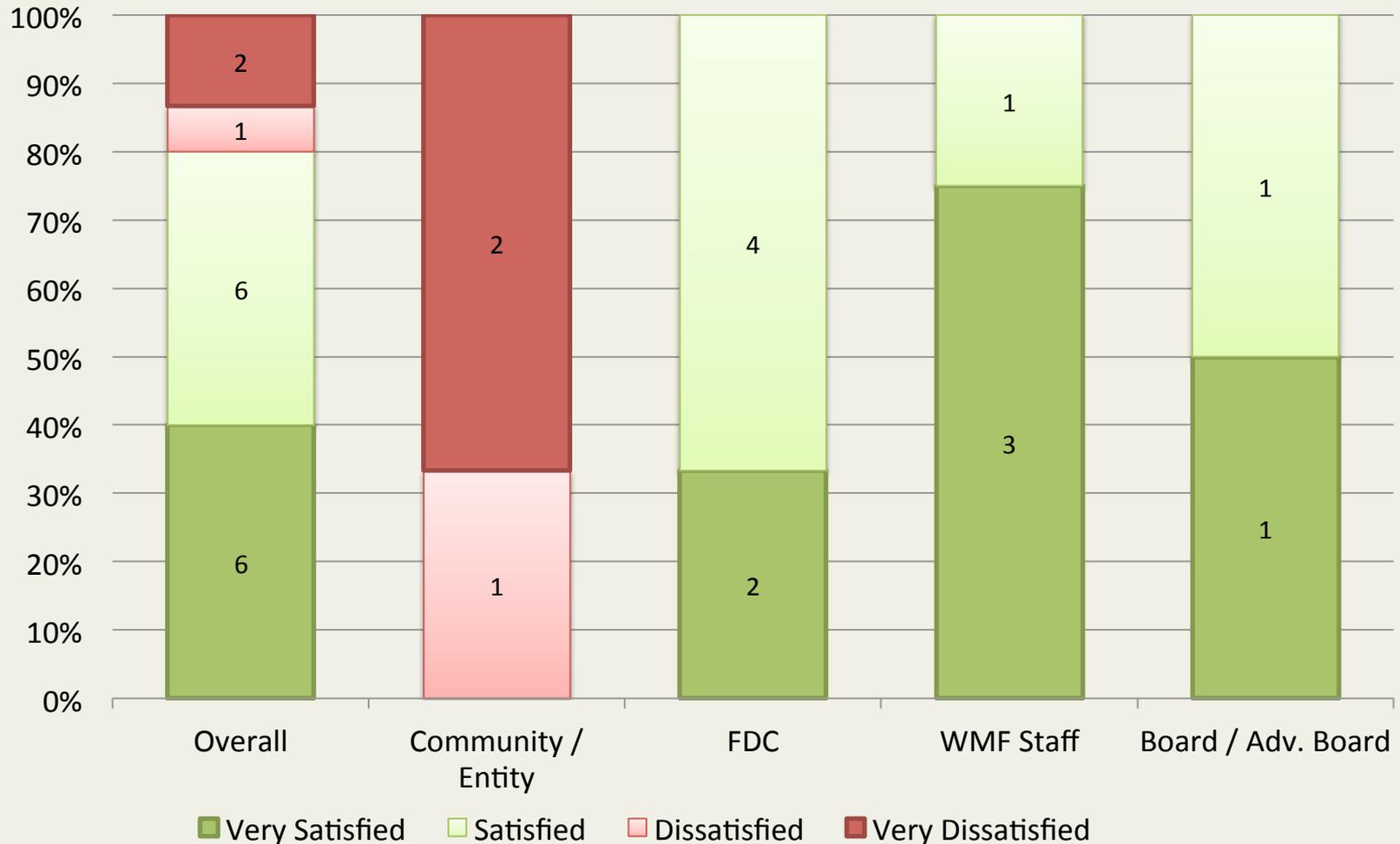
ROUND 2
Average Time = 68 hrs
(Range: 40-100 hours)
(Median: 65 hours)



Everyone except the three entity/community respondents was satisfied with the FDC process

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

% of respondents



Round 2 applicants were less satisfied than Round 1's; they also received significantly less funding

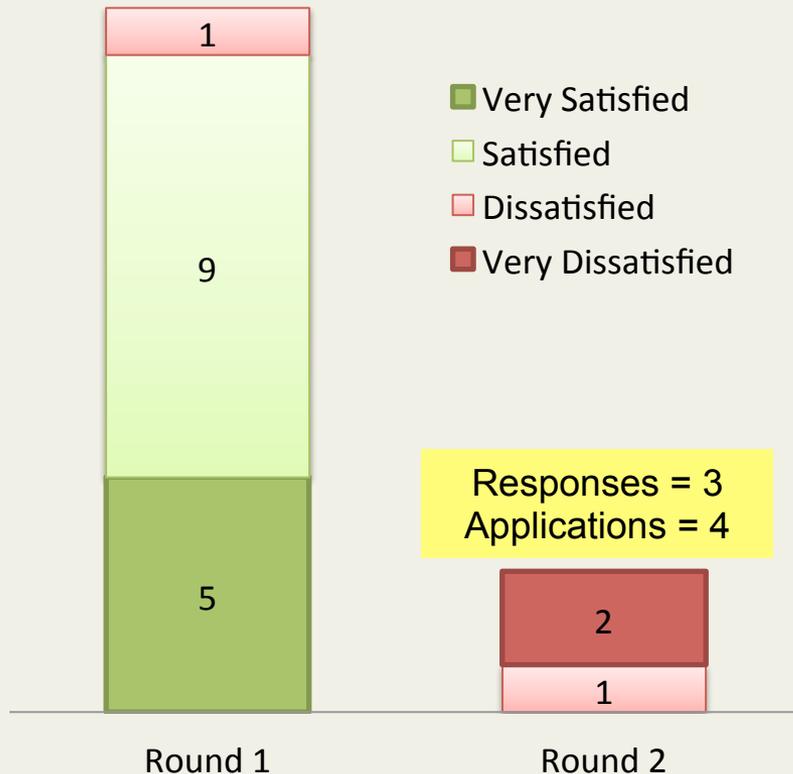
R2 applicants were much less satisfied than R1 applicants

Entity / Community Satisfaction Responses, Round 1 & 2

Responses = 15
Applications = 12

Very Satisfied
Satisfied
Dissatisfied
Very Dissatisfied

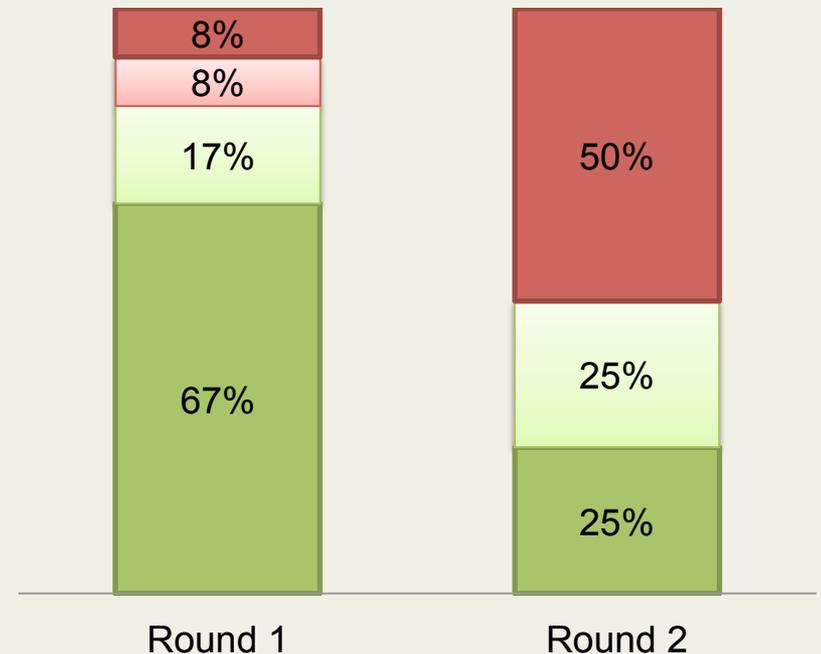
Responses = 3
Applications = 4



R2 applicants also received less funding on average

% FDC requests based on amount funded, Round 1 & 2

Requests not funded
Requests funded 1-33%
Requests funded 34-66%
Requests funded 67-100%



Applicants from Round 2 thought the process was too demanding

“The FDC process is **very demanding** and requires the structure to provide a high level of detail, objectives and metrics. This is a very good thing but I **think the requirement may be too large and not let enough openness** to experimentation.

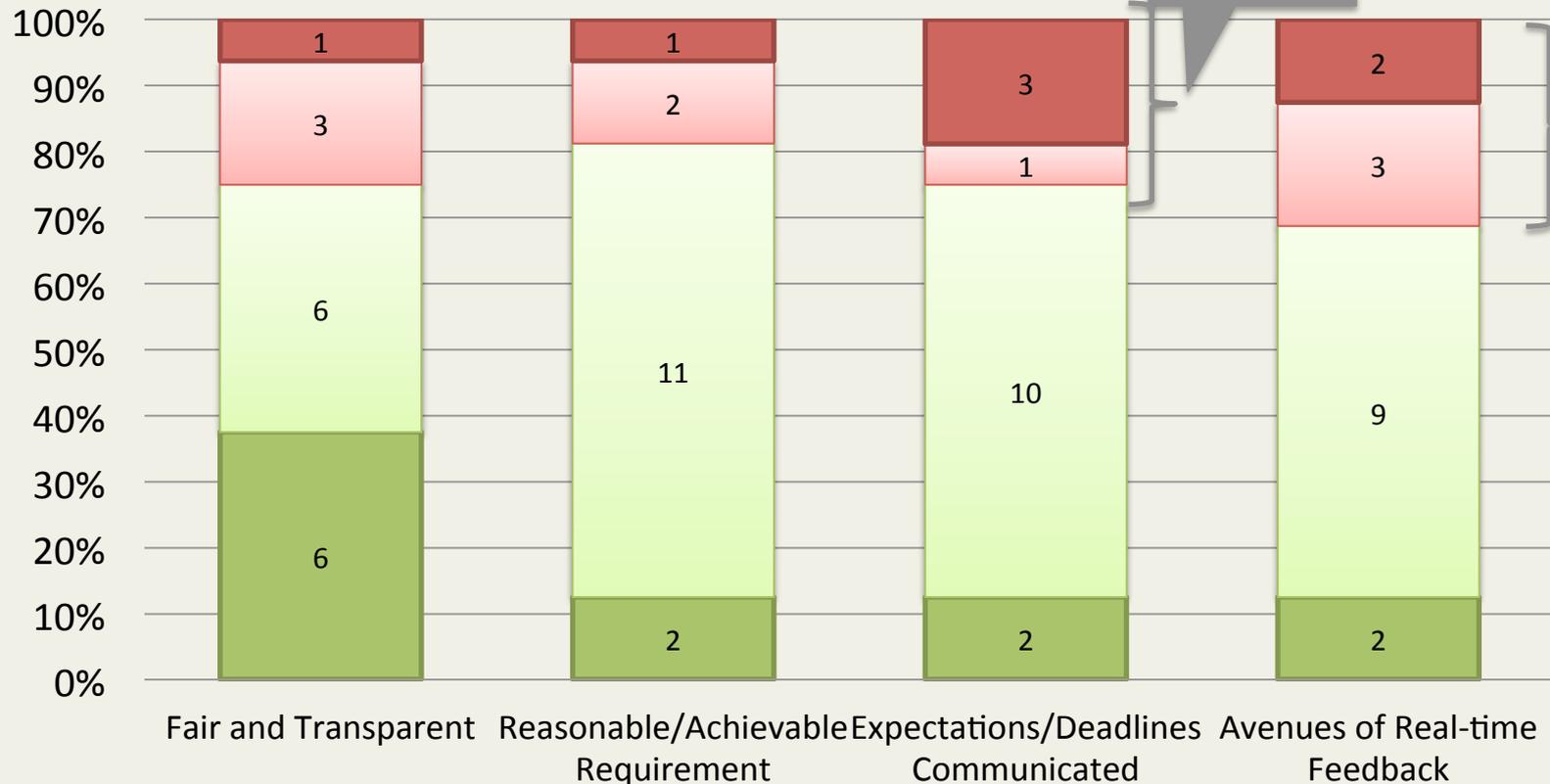
The process takes a lot of time and may be very hard for a little structure.”

– FDC applicant

Entities and some FDC members saw room to improve the communications and feedback during the process

Q: On a scale of 1-4, how much do you agree with the following statements about the most recent round of funding ...

% total respondents



■ Strongly Agree
 ■ Agree
 ■ Disagree
 ■ Strongly disagree

Note: See backup for comparison to Round 1

Feedback regarding agreement around fairness, transparency, expectations, and communications

Entities

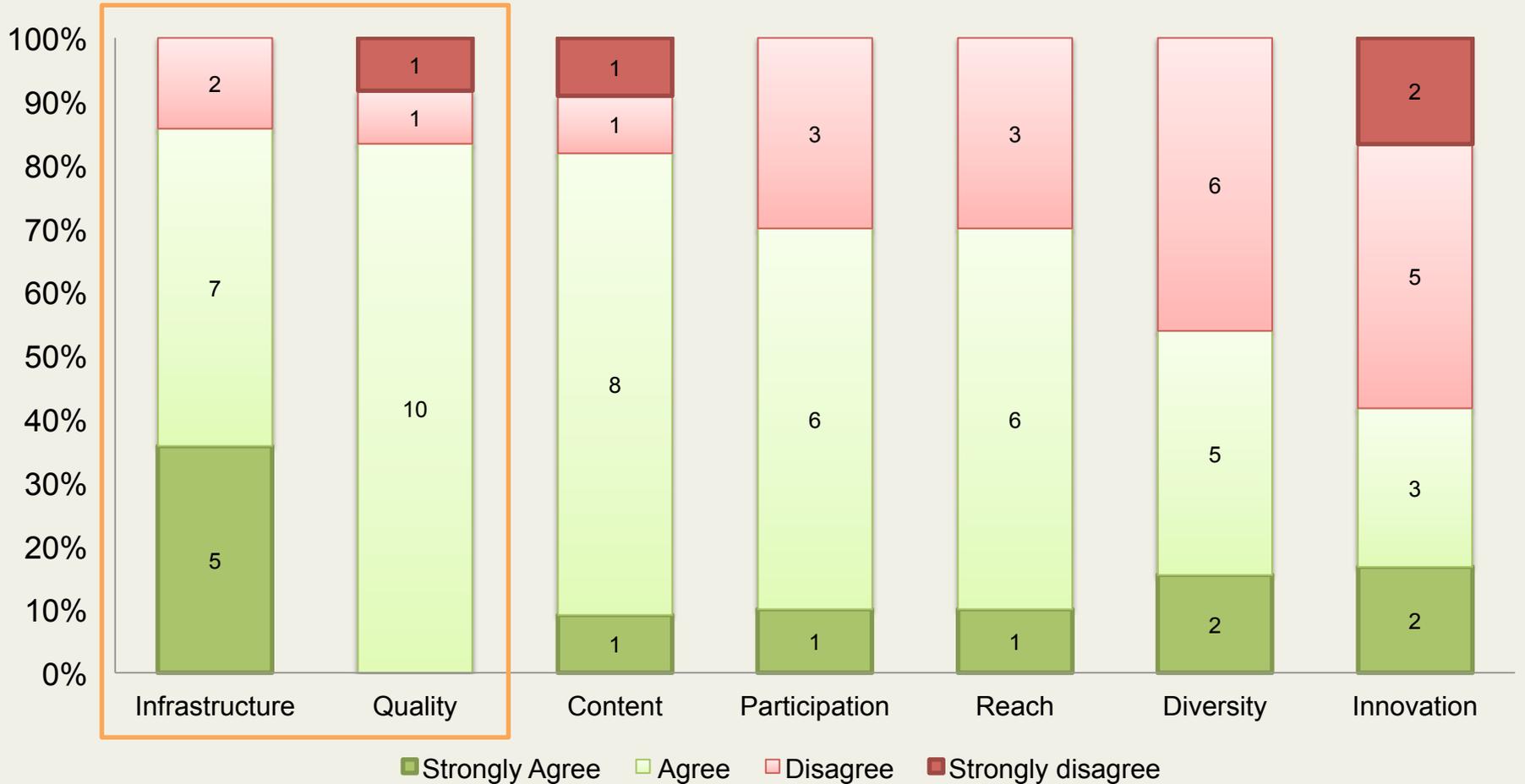
- “I regret that there is not more dialogue (eg chat or skype) between the FDC and structures”
- “I regret not knowing the actual power of the staff of the CDF and the level of information of the board of FDC. The process of FDC is correct but **probably forgets that participants are not native English speakers**. We have a huge translation work that takes a lot of time and can lead to misunderstandings.”
- “[W]e don't know how to let our application [be a] success if no previous experience support our application”
- “I find myself unhesitantly clicking ‘strongly disagree’ ... My thoughts in a nutshell: too many deliberations happened in private; expectation management was screwn up completely; the system has insurmountable expectations of volunteers; and the antagonism caused by the set-up of the system rendered communication pointless.”

FDC, WMF Staff, and Board

- “The portal can be improved to improve clarity.” - *WMF staff*
- “Although I agree that deadlines were clear, I also understand that it can be overwhelming to ensure that nothing is forgotten.” - *FDC / Ombudsperson*
- “While the process was transparent the issue of fairness is tricky. **The process does not go far enough to encourage and support diversity of content, readers and especially editors**. By assuming everyone starts at the same place, the process can be construed as 'fair' but it is not fair if one defines the goal as a diverse community with greater global south representation.” - *Advisory Board*
- “Expectations and deadlines for eligibility apparently weren't clear for some applicants. **We can probably do better with real-time bidirectional feedback**. - *FDC / Ombudsperson*

Respondents largely agreed that Round 2 funding was enabling infrastructure and content quality

Q: On a scale of 1-4, how much do you agree with the following statements about the most recent round of funding ...



| | | | | | | | |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| N = "Not Enough Information" | 2 (12.5%) | 4 (25.0%) | 5 (31.3%) | 6 (37.5%) | 6 (37.5%) | 3 (18.8%) | 4 (25.0%) |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

Feedback around strategic goals highlight that impact remains to be seen, given the early stage of the FDC

The FDC process itself may impede innovation

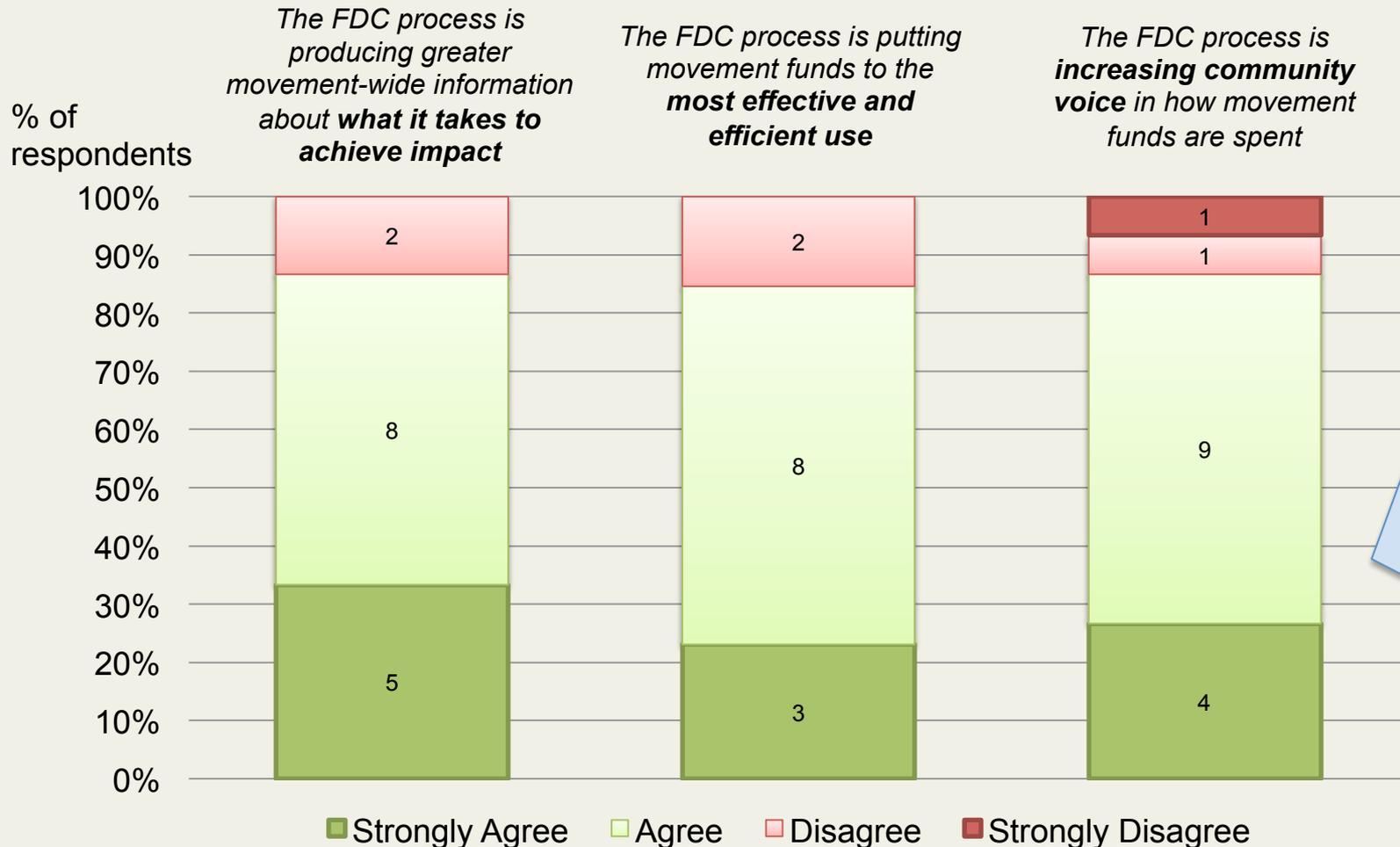
- “[Applying] organizations overall may not be focused on diversity or innovation; **the majority are larger Europe-based entities looking to institutionalize**. I am confident the process will have more potential to increase diversity in future years as it develops, and I look forward to progress in that area. I do not believe encouraging innovation is, or will be, the focus of the FDC any time soon, or only will be in the Meta sense that the FDC process is in itself innovative.”
- “unfortunately, I think the high level of requirement of FDC is an obstacle to encourage structures (chapters etc) to innovate. FDC requires a high degree of goals and metrics that can give up promising but uncertain projects.”
- “ ‘Encourage innovation’ and ‘Increase diversity’ is the last thing a highly institutionalised process would do. For example, the stringent version control by WMF / FDC staff had little regard for the fact that Meta is a wiki...”

Though the FDC process was designed to enable impact, impact has not yet been demonstrated

- “The FDC funds activities for organizations working for our movement's strategic priorities, and I believe the process does encourage entities to focus on these priorities more effectively than other systems we have used to distribute resources in the past.”
- “In my opinion the process is enabling projects that will allow a bigger social impact, involving the people more, being editors or readers.”
- “...we're still in the early days of FDC.”
- “The existence of affiliated entities do have a significant role in increasing content since their activities creates awareness among the people around. On the other hand, these institutions are meant to stabilize infrastructure by giving the volunteers a platform.”

The FDC process appears to be reaching its goal of effective allocation of resources, though impact remains to be seen

Q: On a scale of 1 to 4, how much do you agree with the following statements about the most recent round of FDC funding...



“Now I think we can say, that how funds are spent is a bigger issue than before. And it is becoming clearer how important it is that we all ensure that they are spent the right way.”

Several suggestions were made for improvements in the FDC process

Attitude Shift

“Cultural shift within the community of applicants will enable more productive approaches to both proposals and reports”

“build up FDC staff relationships with grantees”

“Aligning with chapters on how much work should be involved with getting unrestricted grants.”

Expectation settings

“Stop unreasonable applications earlier.”

“We need to **confirm eligibility for the entire process.**”

“Don’t ask so many questions. Let us tell you what we think is important.”

Diversify applications

“Moving **the application and reporting processes offwiki** would be a positive step... as greater functionality through a more appropriate tool would allow everyone involved in the process to better understand the information in proposal forms and reports and a more appropriate tool would also ease some of the administrative burden (which I still maintain is very light) on the applicants. I understand cultural reasons for maintaining the process onwiki, but at the same time, I would hope that a transparent and functional solution could eventually be found.”

“**Get rid of templates** all together...”

Conflict resolution

“role of the ombudsperson should be clarified.”

“Engagement with grantees needs to be **multi dimensional**. Just few pages on wiki are not sufficient”

“...**present our programs with a video chat** with at least one people who speak the chapter native language (this people may be just a facilitator). It could be very useful to quit the very formal FDC portal and it could help to avoid misunderstandings, to respond more clearly to the questions and give reality to the programs described in the FDC portal. For structures and chapters which ask for a large amount, it's probably interesting to have **someone who can physically meet WMF staff** in San Francisco.”

Simplify language

“make everything very very explicit rather than in veiled corporate speak: they're talking cross-culturally to a bunch of volunteers without experience in corporate governance, rather than to administration experts from their own culture.

“What is a program?
Radically different understandings of that”

Portal clarity

“Better information organization on the portal.”

“Portal should be more easy to navigate”

“Portal and application more user friendly”

The Round 2 surveys continued to highlight questions to be watching for as the FDC rounds continue....

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Are the movement entities evolving their program plans to have the most impact?

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Is the overhead (cost) required for the FDC process greater than the value (both impact and compliance) it provides?

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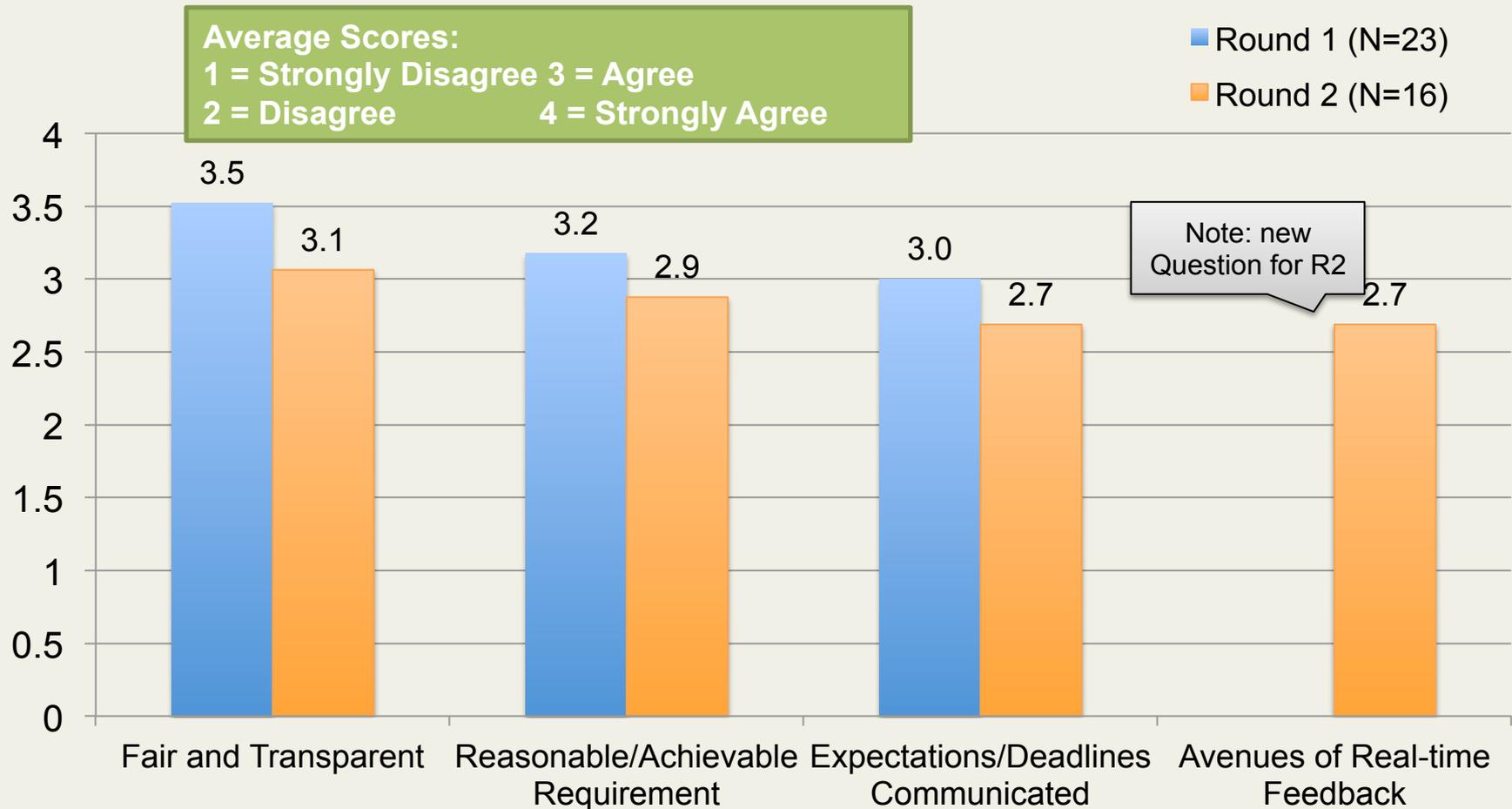
Is the process stifling innovation and/or limiting new participation in the movement?

Backup and Notes

- No questions on either survey were mandatory, so the “n’s” do not necessarily sum

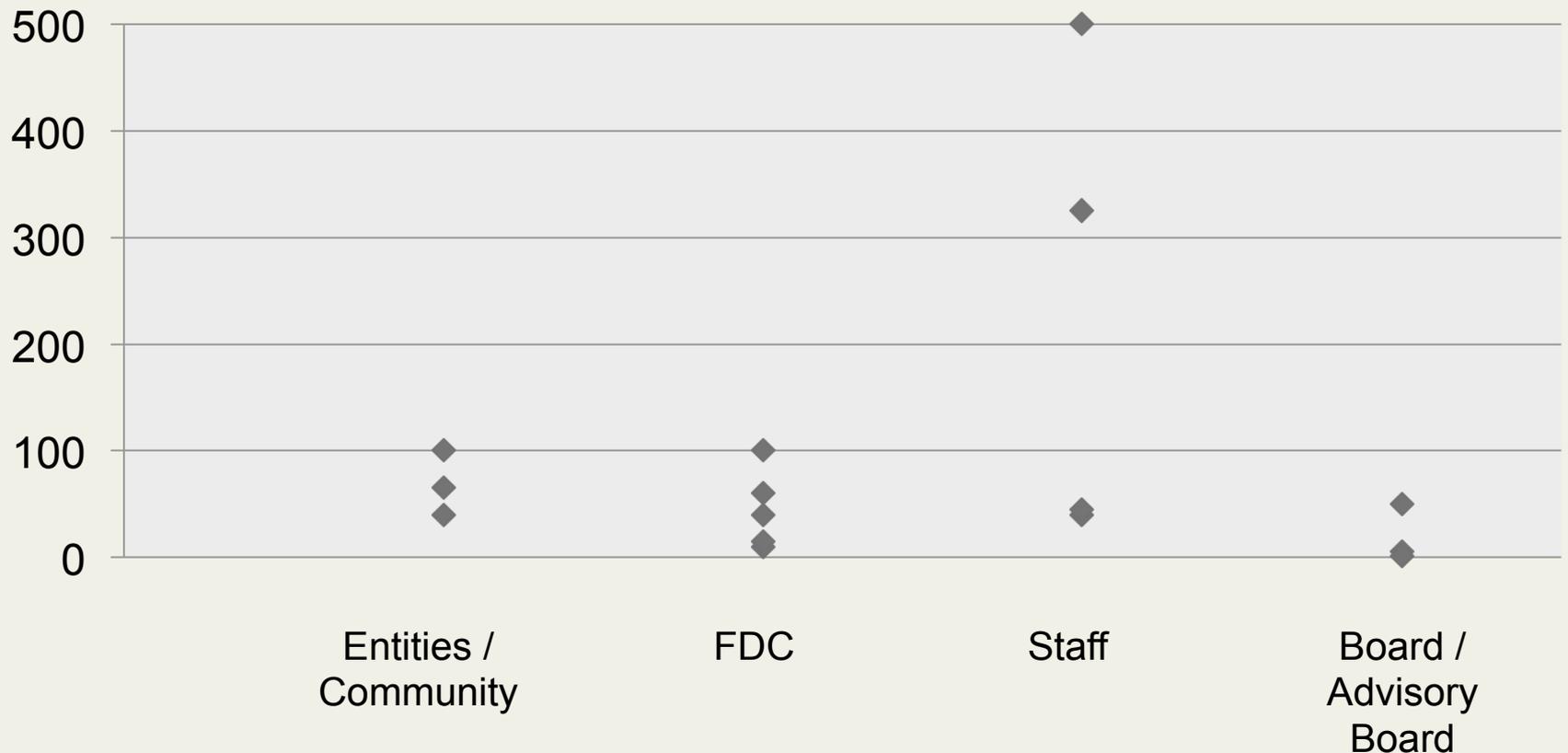
Q: On a scale of 1-4, how much do you agree with the following statements about the most recent round of funding ...

Round 1 vs Round 2



Collectively, respondents spent ~1400 hours on the FDC round 2 process

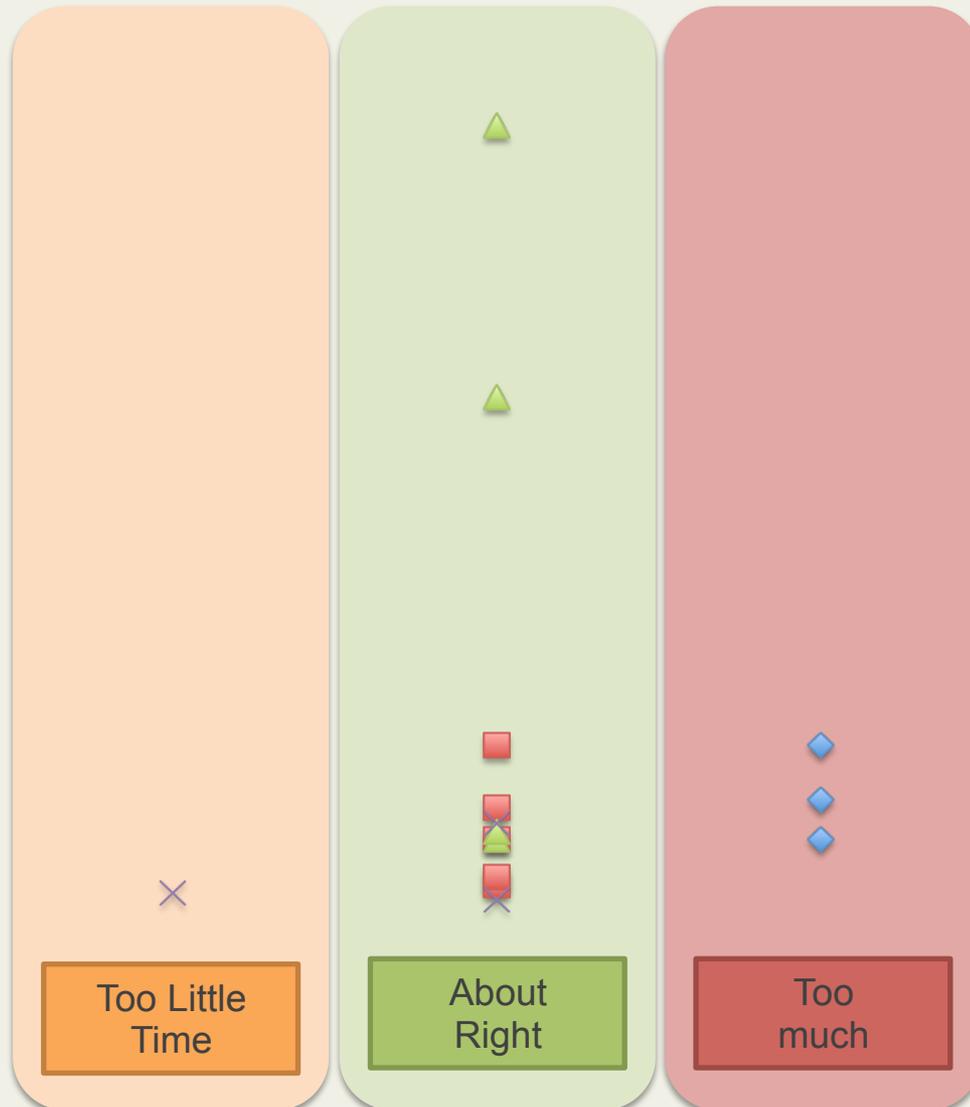
Estimated Number of hours spent on FDC Round 2 process



Only the applying entities thought the time spent on the FDC process was too much

Estimated hours spent

500
450
400
350
300
250
200
150
100
50
0



- ◆ Entity / Community
- FDC
- ▲ Staff
- × Board/Ad Board

Q: Approximately how many hours did you personally spend on work related to the FDC funding process for the most recent round of funding?

Q: Given the scope of your role, do you think the amount of time was: