

Community Capacity Map (CCM) workshop

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Community capacity development?



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A successful pilot

The hypothesis:

- There are certain community capacities all thriving Wikimedia communities need developed.
- Some Wikimedia communities have under-developed capacities, or plateaued and aren't developing a particular capacity.
- WMF can usefully assist a particular community to build a specific capacity, and to "level up" or overcome an obstacle.



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The pilot years

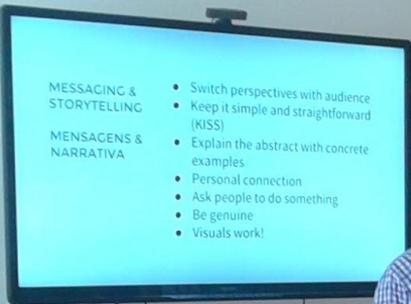
- Conducted qualitative research (community interviews)
- Selected (emerging) communities for pilots -- **Brazil** (communications); **Tamil** (on-wiki tech skills); **Ukraine** (conflict engagement)
- Developed curriculum
- Delivered in-person in-country training with experts
- Evaluated
- Wrote [final report with recommended next steps](#)
- WMF did not make a decision following the pilot; defaulted to piloting some more, and acting on the recommendations within the *pilot*-level budget.



Apparently photos are important

தமிழ் இணையக் கல்விக்கழகம்
தங்களை அன்புடன் வரவேற்கிறது





MESSAGING & STORYTELLING

- Switch perspectives with audience
- Keep it simple and straightforward (KISS)
- Explain the abstract with concrete examples
- Personal connection
- Ask people to do something
- Be genuine
- Visuals work!

MENSAGENS & NARRATIVA



Conflict Engagement for ~~Wikipedians~~ humans

AME Meeting 2016, Yerevan

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So, does this work?

Short answer: yes!

Longer answer: yes, and it has additional beneficial side-effects

Key lesson

This "high-touch" approach works: communities appreciate attention and customization to their context. Communities successfully "leveled up".



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Key lesson

In-person, in-language, in-country training is effective
and engaging



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Key lesson

Materials are significantly re-usable. Needs are often shared across communities.



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Some side effects

Trainings developed for CCD were **repeated** at international conferences (Wikimania; Wikimedia Conference), regional conferences (CEE Meeting; Wiki Indaba) and national ones (India, Ukraine, Bulgaria).

Material is being re-used by others, e.g. the Wikidata training has been recorded at high-quality for online use; the Facilitation Skills training was delivered by a colleague here at Learning Day.

Some quotations

- "The **quality and depth of the training** by experienced WMF staff can't be matched by outsiders."
- "Very few people can come to the international events. **We need WMF to come to communities** in their own countries, and ideally in their own language."

Some quotations

"I was aware of Wikidata, but **found it complicated, too confusing** to understand beyond interwiki. **Now I think it is the future** of Wikipedia. My mind was blown. **I was inspired and started contributing massively.**"

"I attended lectures about [Wikidata], but not one had engaged me and made me actually want to contribute. [...] I was finally persuaded that I should invest time and go to actively contribute to Wikidata"



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But does it scale?

Yes, it scales. Not like Visual Editor scales across communities, but **across time**. It sows seeds that keep on giving. It builds capacities that are then maintained by the active community. Effective capacity building "stays built".

Once the initial obstacle or lack of awareness/knowledge is overcome, the community continues organic growth.



But does it scale?

Capacity-building is a high-investment activity (limited in time and specific in scope). But it is a good investment when effective.

Crucially, it fulfils a need not met by any other process.

Technological innovation cannot be the only tool deployed by WMF in support of the communities it serves, as it does not address the variety of needs and obstacles those communities face in their natural growth and activity.



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So now what?

This strategic pilot was
successful
and the model proven.



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2017 recommendations

1. **Scale up** (additional communities; additional capacities)
2. Develop "**core curriculum**" and **track** individual communities' progress in pursuing capacities toward mastery/comfort in curriculum. Plan training/help according to need and opportunity.
3. Identify **already-effective trainers** and knowledge diffusers; **enhance their opportunities** to share knowledge; **train** prospective trainers and empower **successful** trainee trainers.

The above implies **increased resourcing** (budget and staff time), as well as participation from additional teams. **This current fiscal year** (ending June) has **not** seen increased resourcing.

So, really, now what?

1. We are exploring additional capacity-building with a few additional communities. (Ghana and Nigeria in May 2018)
2. We're developing a **community capacity map** to invite communities and affiliates to self-assess their capacity (according to guiding criteria). The map will be used to track capacity development, and to **identify opportunities** for impactful capacity-building projects.
3. Within the constraints of the pilot-level budget, we'll identify **already-effective trainers** and knowledge diffusers and **enhance their opportunities** to share knowledge.



Community Capacity Map

Mapping needs and potentials for
investment in capacity-building

CCM: why?

- The pilot relied on personally observed needs and staff assessments. This cannot be comprehensive and equitable, long-term.
- Self-assessment is inclusive, participatory, equitable, and potentially insightful, for both the orgs/groups and WMF.
- Having an overview of strengths and needs across the movement allows WMF to allocate resources wisely and effectively (e.g. regionally)

CCM: how?

- Every org, group, or community is invited to self-assess on any number of Wikimedia capacities.
- There are [guidelines](#) to assist in self-assessment
- In addition to the current capacity, we are interested in the **robustness** of the capacity
- Assessments can be done in meetings, online, all at once, or gradually.
- Once enough information is collected, decisions about investment can be made.
- Over time, capacity and robustness changes (growth and decline) can be tracked.



CCM: examples

- Wikimedia UK self-assessed their **regular newbie-friendly in-person events** capacity as high, with high robustness
- A volunteer assessing Chinese Wikipedia [probably without consultation] considers that community's **CentralNotice** capacity as low, with low robustness.
- The Wiki Education Foundation self-assessed their **OTRS** capacity as low – "My community relies on OTRS and refers the public to it, but we benefit from general queues maintained by people outside our community/organization, and aren't involved with providing OTRS service ourselves." – with high robustness. ;)



CCM: let's try this!

- Pick two or three capacities you're interested in, and using the guidelines, try to self-assess your own organization/group/community for that capacity, as well as the robustness of that capacity.
- In groups, share your assessments and give context or examples. Listen to your groupmates' assessments and examples.
- Together, we'll look for patterns

How to build capacity?

- Based on the assessment exercise, pick one capacity in each group, and **brainstorm** ways the movement (WMF or other entities, even individuals) can help build this capacity for orgs/groups that need it.
- Remember how to brainstorm:
 - Focus on idea generation, not on criticism of ideas
 - Focus on ideas, not on budgets or other details
- Try to imagine an actual project/intervention: what would it require as prerequisites? What would we expect as outcomes?



**Thank you for your
participation!**



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Have a question or want to get involved?

Take a look at the Community Capacity Map page on Meta [\[\[m:CCM\]\]](#)
or contact Asaf Bartov abartov@wikimedia.org



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