

The Capacity Exchange

<https://wikimediansSHARE.net>

(working title)

Theory of Change

We build capacity among emerging communities and organizations of the Wikimedia Movement through easy to access mutual offerings of services, skill-sharing and funding.

Background

The 2030 Movement Strategy has a strong focus on building capacity in order to grow an inclusive, joinable movement. Recommendations 5,6 and 7 provide some detail on how to proceed at the movement level around skill development, knowledge management and coordination among stakeholders. During the transition phase in the Fall of 2020, building mutual capacity continued to be named as a top priority for participants. The Survey conducted among European affiliates in October/November also revealed that respondents were most interested to benefit from and contribute to capacity building as a hub function.

This concept is a proposal to the European community of affiliates on how to start with small, iterative steps to build each others' capacities. What we develop could later be scaled for the whole movement or adapted for other regions.

For purposes of further discussion, we base our definition of capacity building loosely on the one developed by the capacity building working group:

The definition of Capacity Building as developed by the Movement Strategy working group: CB comprises the activities and communications that systematically build, obtain, strengthen, retain, and share the knowledge, **skills, tools, processes, and resources** for all Wikimedia stakeholders to achieve their goals.

[Glossary of Terms](#)

Why

Our movement strategy is all about equity. One way to further equity is through lifting up those who currently lack resources. The strategy is also about growth, which can only occur when the right conditions are present. A Capacity Exchange shifts the focus from fixing the lack of capacities (deficit-based) to working with peoples' strengths (asset-based).

What

An iterative program that allows easy ways to exchange and increase skills, services and funding to build the capacity of our communities and organizations.

Here is a menu of options that can be added to.

Skill Sharing

What	Description	method	Target Audience	Who Offers
Governance	What is good governance, what should you be focused on, what are dangers to good governance? How to separate conflicting interests.	Webinar in 2020. In the future possibly tied into the "Berlin Meeting" (which has a different title now ;)	New affiliate board members	A selection of experienced board members from different affiliate types
Fundraising, incl. online, institutional and major donor FR		Setting up a support structure to conduct fundraising operations and grant applications within individual countries or internationally	Organised and unorganised affiliates	All affiliates with experience in grant applications or fundraising
Volunteer support				Volunteer Supporters Network
Event organizing				Retain a group of volunteers and staff members experienced in event organisation (like it happens with the CEE Meeting)
Building partnerships				

Services

These are (often) one time things for which it makes little sense to build up a skill

What	Description	Target Audience	Who Offers
Mutual Consultation, peer advice			
Capacity Assessments			
GDPR Proofreading			
Fundraising Mechanics			
Legal consultation			

Finances

What	Description	Target Audience	Who Offers
Stipends for participation			
mini-grants			
Time Compensation			

Assumptions

The knowledge and skills needed are mostly available among us, and we need to find ways to match needs with assets. Working with what we already have will be easy, cheaper and more practical, while furthering solidarity, efficiency and resilience within movement.

We assume learning is always a 2-way street.

We are conscious of and apply the principle of contextualization.

Once we have a better understanding of capacity needs and desires, we can figure out group/cohort activities or even more systemic approaches to meet them.

We start small, with multiple different contexts and learn and iterate.

We start in Europe, but we keep the global community in mind.

We focus on emerging and marginalized communities and small affiliates or affiliates to-be.

There are many methods for building capacity- coaching, mentoring, tutoring, internships, technical assistance, financial assistance, group learning, communities of practice, training.

How

Resources needed:

- 1-2 staff to set up the basics
- A group of people and organizations willing to be the original pool
- Tool for guided assessments
- A database to collect assets, needs and people, using a tool [such as this](#)
- A tool or process to organize the exchanges
- Funding for the financial assistance portion
- An advisory board of sorts to oversee and consult

Budget

Category	Year 1	Year 2	in-kind
Personnel			
Set up	1 FTE		
operations	1 FTE	1 FTE	
Financial Assistance			
Stipends	-	100.000	
Other Expenses			
outreach			
website			
Database development			
Assessment tools			

Etherpad 20 Feb

Title: Second Regional European Affiliates Transition Meeting
Date: 20 February 2021 , 13:00-16:00 CET
Audience: Affiliates that are based in or mainly operate within Europe; 2 representatives per group.

Host: Jan-Bart de Vreede, Wikimedia Nederland

Focus of the event is preparing the Affiliates from Europe for the upcoming global strategy events, discussing which needs are most prevalent within Europe, and how we as Europeans can contribute to the global implementation.

https://meta.wikimedia.org/wiki/Strategy/Wikimedia_movement/2018-20/Transition/Prioritization_events/European_Regional_Event_February_2021

Please be aware that Chatham house rule and friendly space policy apply,

interpretation is only available in this room

Documentation - CAPACITY BUILDING (Main room)

For other rooms, see Documentation Coordination

https://etherpad.wikimedia.org/p/erea_feb_21-docu

Number of participants: 28

Open questions from lightning talks:

It would great to have legal support and mental health resources listed in this web site, plus "how to deal with harassment" toolkit - bringing in people who can help support the people within the movement. WikiLove and kindness.

Is it a matchmaking service, or more?

Is it online resources, or is it physical Exchange where person from one affiliate would visit another? Or services provided by another affiliate? Or all the above? - should be all of above.

Note that WM Argentina already has a database of resources, so it would be sensible to look at joining up with that.

Building capacity - looking at what projects were successful and what didn't work so well. We need this insight. Also look at - what's been done outside the movement and how to bring this in.

Starting with mapping - this has value as an idea, but let's just get started. Mapping will happen in due course.

Sharing practical, applicable knowledge rather than text - challenge is getting people to use it regularly. Once we have a basic catalogue, it makes sense to start promoting that. It will be crucial to make it a habit to consult this database otherwise it will be a waste of resources. Training on building habits!

These initiatives are mutually synergic. Sharing resources is also tricky. We need to invest in our capacity to be shared.

We need stipends to do this kind of work.

Would love to see: small group of people who would be interested in consulting on this.

The three categories on the exchange would be skills, services and resources

One thing that will attract will be having financial resources put into a project. People may want to tap into the cost of setting up an event.

CB on a technical level. Local example: how to bring more people into our community. Most active members of the community are people who don't want to be part of the user group, they want to contribute alone. We had a challenge around how to have people in a leadership level. People with technical skills are the most active who can help us train people. After a few discussions, we saw that people are really happy to help. Main problem we faced: they are not comfortable socializing, they are introverts. People should also have the right to be left alone, if that's what they prefer. Some people sometimes like to document, others like to edit.

Whatever we build here, won't just have a growth mindset it will be based on inclusion.

WHAT IS CAPACITY?

Is it only 'best practice' or also the ability to analyse critical and controversial topics which are not often welcome in 'movement' optimism and foundation 'productivity'...

WHERE IS IT FROM?

Not just centres of excellence but also from bleeding-edges that are always changing and expanding outside of Wikipedia/Wikimedia projects core commitments, but rather in outreach, innovating and risk taking.

Acknowledge cost of volunteering and provide appreciation

Food or gift cards can be used here. Look at where are people buying their groceries

Language used: Wiki hung up on "volunteers" or "professionals". Some people are both. If everyone is part of the movement, there should not be this delineation between you get paid and you don't get paid. As "professional" The moment we are depended upon - that is still pro bono professional work. Just using this terminology is also not fair and perhaps also not accurate. Perhaps we need better terminology.

Research question: how big is the part of the movements annual budget used on volunteer appreciation? How is it changing year-to-year?

How to do this with volunteers - need more expertise about how to do this work and how to bridge the gap between employees and staff.

This is part of the structure we created

Many editors could receive some of this kind of support (a meal or gift card). Many people that could be reached out for volunteer support such as chapter staff.

Providing support to volunteers is a mystery. For example: helping volunteers who edit because it's fun, let's share this.

Caution: when building volunteer appreciation methods, be careful not to change intrinsic motivation into extrinsic (monetary) motivation – research says this can irreversibly damage the joy that comes from volunteering

- * further reading: Daniel Pink, "Drive"

- * short version: Pink's lecture on motivation at RSA

<https://www.youtube.com/watch?v=u6XAPnuFjJc>

Do we have capacity for capacity building? How to prioritize this work?

- * consider adding capacity building AND capacity sharing to annual organizational priorities

conflict resolution trainings and non tech skills : mapping those and also offering resources.

- * WMPL has organized mediation training for editors in 2021, developing this into a program

How to attract skill providers?

include budget for people providing resources so as not to reproduce privilege of volunteer time

consider having a budget for helpers and recipients

track volunteer "bandwidth" to avoid burn-out or overburdening key volunteers (+100!!, agree!) Yes! Care about, track and acknowledge people's time, not just their edit counts. Being valued = Big intrinsic motivation. Appropriate expressions of Appreciation go a long way and have been so underutilized within wikiverse so far.

- * CRM to track volume of work a given volunteer has been involved in? Check in CRM before requesting more?

- * WMPL is launching a pilot of CRM-based tracking in 2021 to identify "bottlenecks" (we know we have a few volunteers with unique skills that we over-use, e.g. conference translators, technical wizards, etc.)

A case study on an alternative means of funding skill providers:

<https://meta.wikimedia.org/wiki/WikiCite/e-scholarship>

Contact for that is Liam Wyatt - User:LWyatt (WMF)

"We need better words to call what we do. The division into staff and volunteers is simply not fair."

Prior Notes

European Collaboration

Capacity Building mini pilot

What's our theory of change?

Main Goal: how do we as a european region promote capacity building in the broadest sense:

- 1) Skills.
- 2) Services (things that need, but do not need to build skills for but which other affiliates can do for them (eg: advice on GDPR, mailing lists, donor registration system)
- 3) Financing (micro-grants, stipends)

Aimed at the 65+ potential affiliates

Intro

If we are going to do this, what are the main requirements

- 1) Practically it will be limited to Europe at first, but it should always keep in mind models that would work worldwide
- 2) We focus on a practical purposes and not on formal agreement for cooperation
- 3) Our assumption is that once people receive a practical benefit from a regional cooperation then they will be more likely to participate in other (regional) discussions on strategy and next steps.
- 4) We don't assume that the bigger entities offer services and the smaller ones consume, we try to create a level playing field.
- 5) We should have a focus on connecting people, as well as organizations. Some kind of database will be needed to start and match needs with expertise.

Check the initial recommendations from the Capacity Building working group

https://meta.wikimedia.org/wiki/Strategy/Wikimedia_movement/2018-20/Working_Groups/Capacity_Building#Reports_and_documents

So what are we thinking of?

We make a “menu” of options of the kind of things we are thinking about, but we spend our February meeting on finding out what people really want and what people can contribute.

Skill Sharing

What	Description	Target Audience	Who Offers

Services

What	Description	Target Audience	Who Offers
Capacity Assessments			
GDRP Proofreading			
Fundraising Mechanics			

Finances

What	Description	Target Audience	Who Offers
stipends			
mini-grants			

Structure of document

Why, What and How and budget

How

Databases of

- People
- Knowledge
- Services

OER worldmap