

Wikimedia Polska

Association

Organizational audit report

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Kraków, September-December 2018

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1. Introduction

This report is an effect of work performed during an organizational audit of Wikimedia Polska Association, in September-December 2018, by Renata Muszyńska, business advisor. The report serves to identify, analyze, and assess the current situation of the Association in the context of developing new organizational and managerial quality as well as to prepare the Association to develop its strategy.

The material and data for the organizational audit were acquired from the following sources:

1. 28 structured interviews with:
 - current and former functionaries of the Association
 - employees of the Association
 - volunteers of the Association
2. Association document analysis
3. two SWOT / TOWS analysis workshops
4. one Ashridge mission workshop
5. Association's webpage at <https://pl.wikimedia.org>
6. own observations and conclusions

This report presents the current internal and external state of the Association as well as the results of the study of the key aspects of the Association's activity in the context of the prospective development of strategy and goals. The description of the current state is also grounds for the formulation of recommended actions leading to the optimization of the activity of the Association as well as the method of delivering development plans.

2. Basic information

Name: Stowarzyszenie Wikimedia Polska (Wikimedia Polska Association, later referred to as the Association or WMPL)

Legal form: an Association, uniting the creators of Polish-language Wikimedia project contributors, with the status of a Public Benefit Organization

Seat: Łódź, ul. Juliusza Tuwima 95, Room 15

Website: <https://pl.wikimedia.org>

Established: 2005

The seat of the Association is in Łódź and until recently it consisted of a small office room, serving the functions of the stock for WMPL's gadgets and workplace for two full-time employees. Recently, the new Board made the decision to rent an adjacent room whose standard is much higher and which can serve as a conference / training room, or a meeting room for live Board meetings.

3. Internal analysis

3.1. The description of the Association's activities

The main goal of the Association is to support and promote Wikimedia projects as well as to support the communities of Wikimedia project contributors in Polish and any other language used by an ethnic or national group found in, among others, Poland.

The Association delivers these goals through activities in:

1. acquiring new resources,
2. supporting the existing Wikimedia volunteer community as well as acquiring new volunteers,
3. supporting the public image of Wikimedia projects,
4. working for the development of legal and administrative environment of Wikimedia projects in Poland.

The most recognizable project supported by WMPL is Wikipedia, the online encyclopedia. The Association also supports the following projects:



3.2. Organization and management

June 2018 saw the exchange of almost half of the Board's composition, including the resignation of the long-term President of the Board. Based on the decision of the General Assembly, the Board works as a voluntary body, supervising and managing the following areas of the activity of WMPL:

1. Representing WMPL

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2. Wikimedia project support
3. Administration
4. Finances
5. Community support and promotion
6. Institutional cooperation (GLAM and others)
7. Legal aspects

The Board members divided these areas of responsibility among themselves, also remembering to set up backup lines in case of random events that would temporarily disable them from being involved in the work of the Association.

Division of Board responsibilities (as per the attachment to the Resolution 2018-38)

Name	Function	Area of responsibility	Backup person
Michał Buczyński	President of the Board	Representing WMPL	Wojciech Pędzich
		Reporting	Wojciech Pędzich, Marek Stelmasik
		Trainings and outreach	Piotr Gackowski, Paweł Marynowski, Małgorzata Wilk
		Employment strategy	Marek Stelmasik
Marek Stelmasik	Treasurer	Oversight of the office	Jacek Fink- Finowicki
		Oversight of the toolserver and WMPL-owned Web domains	Paweł Marynowski
		Setting up and removing mailing lists on WMPL's toolserver, according to the internal regulations	Paweł Marynowski
		Financial issues	Michał Buczyński
Wojciech Pędzich	Secretary	Membership issues	Marek Stelmasik

		WMPL's internal documentation	Michał Buczyński
		All issues requiring legal knowledge	Michał Buczyński
Piotr Gackowski	Vice-President of the Board	Community support	Jacek Fink-Finowicki, Michał Buczyński
		Internal communication	Wojciech Pędzich, Michał Buczyński
Paweł Marynowski	Vice-President of the Board	GLAM program oversight	Małgorzata Wilk
Małgorzata Wilk	Vice-President of the Board	Promotional materials	Wojciech Pędzich, Paweł Marynowski
Jacek Fink-Finowicki	Member of the Board	Current promotion activities and promotion strategy	Małgorzata Wilk
Oversight of individual employees was delegated to individual Board members according to their areas of thematic responsibility.			

The other statutory bodies of the Association are:

Review Committee (conducting a live meeting once a year to assess the financial reports) consisting of the following members:

1. Juliusz Zieliński, Chair
2. Karol Głąb, Secretary
3. Maciej Król

and

Internal Court, consisting of the following members:

- Julia Maria Koszewska, Chair
- Maria Drozdek
- Tomasz Ganicz

Board meetings take place each Tuesday at 21:15. Because of the wide geographical distribution of the Board members (Warsaw, Bielsko-Biała, Poznań, Gdańsk, Kraków) the meetings are online, through a text communicator (IRC, with a bridged Discord server authorized to all Board members, staff and the Review Committee) which prolongs the meetings. The advantage of this form of meetings is the automatic script-saving as well as openness and possibility to have external stakeholders, who are not the functionaries of WMPL but are interested in the proceedings, to join in. The scripts of the meetings are forwarded to the Review Committee. Nothing, however, will replace live discussion so it is advised that the Board also sets up real-life meetings on a regular (monthly? quarterly?) basis. If a discussion fails to reach consensus, it is carried over to the next meeting, although cases of carrying issues over to three subsequent meetings have been noted. Board members wish to reach consensus because of the collective decision-making process adapted. During Board meetings, most of the time is consumed by waiting for a response. The rule of openness of the meetings and transparency of the decisions is very important. Some volunteers complain about the prolonged decision-making process. The Secretary of the Board approves the agenda 24 hours before the meeting. It occurs, however, that items permitted on the agenda are accompanied by unfinished resolutions, without proper calculations or budget. Such items should not be permitted for discussions. Apart from that, there is lack of information on the functioning of the Board, since there is no regulatory document. In a number of interviews, a suggestion was voiced to employ an outside person with managerial and legal skills to serve as the Executive Director in order to relieve the Board of the burden on the ongoing management of the Association.

3.2.1. Human resources

The ongoing issues of WMPL are handled by five staff, with work contracts:

Name	Position	Overseeing Board member
Anna Matusiak	Administration Coordinator	Marek Stelmasik
Natalia Szafran-Kozakowska	Community Support Specialist	Piotr Gackowski
Marta Moraczewska	GLAM Coordinator	Paweł Marynowski
Celina Strzelecka	GLAM Specialist	Paweł Marynowski
Agnieszka Marszał	Press Officer	Małgorzata Wilk

Despite different workloads, the salary levels for all employees are equal. There is a lack of regulations for salaries, bonuses, and development. Also, no motivational scheme for employees exists, as well as no procedure for the onboarding of new staff.

There is a Trello board where employees can mark their needs related to work, however despite there having been entries made, they can remain there unattended for months.

Most of the work is carried out remotely, which causes issues of contact and control – there are no relevant procedures. Remote work entails the performing of professional duties outside the company premises, with the use of electronic communication devices. Work is also made more difficult because of the territorial distribution of employees – the staff live and work in different cities of Poland: Poznań, Łódź, Wrocław, and Kalisz. For these reasons, direct contact between individual employees and between the employees and the overseeing Board members is more difficult. Consequently, the Staff spoke positively about the live meeting between the Board and the employees organized in Warsaw by the new Board.

The press officer works with no budget for marketing and promotional activity, she only has the general consent of the Board to promote Facebook and Instagram posts. If the monitoring of the efficiency of post promotion is positive, there will be further budget-related decisions. No PR policy has been established – it is not defined whether to post information on what is being done or whether to postpone the information after things have been done. Therefore, there is no PR and marketing strategy in place. It is also not defined how to promote GLAM projects. It is advisable for WMPL to also be prepared for instances of e.g. Wikipedia being blamed or criticized. WMPL introduced media crisis management guidelines but they are insufficient.

A requirement for staff to write monthly activity reports has been introduced before but it is not observed because of the fact that current reporting has been transferred to Trello as well as there are remote and live meetings between staff and relevant managing Board members.

A lot of tasks are performed by volunteers, such as graphic design work. Volunteers provide these services out of the kindness of their hearts but because they are not paid for their work, it is not possible to demand on-time delivery of results. There is a general lack of professional graphic designs.

There are deficiencies in computer equipment. The equipment at the disposal of the Association is of low functionality. Recently, new furniture was acquired for the Łódź office. Employees use their own computers. In 2018, a decision was made to purchase computers for part of the staff, subsequent purchases are planned according to the rule that the employer is required to provide the equipment needed for the staff to perform their remote duties, which will make work safe and hygienic. The type of equipment at the disposal of the staff is dependent on the type of work performed. In practice, this is mostly computer equipment. An employee may, naturally, use their own equipment at work but in

such cases they are eligible for a monetary equivalent. When defining the equivalent, the norms of the wear of the equipment as well as its documented market value need to be taken into account.

Another, very important, resource of WMPL are volunteers. They show high involvement in the activities and people submit requests for projects frequently. The main problem lies in a low number of the members of the active volunteer group – there is an ongoing lack of people and there are not many who wish to be involved in the Association’s work. Students do not get involved, either, because not many are willing to work without compensation. The Association ought to promote volunteerism which, however, is not an easy task nowadays because of its unpopularity. WMPL’s strategy ought to contain an activity plan for recruiting and motivating volunteers. WMPL members are passionate people who want to save the world. This creates a specific personality and mentality. They support projects, look for new possibilities, care for integration. They are happy to be able to meet “live” on conferences, retreats, etc.

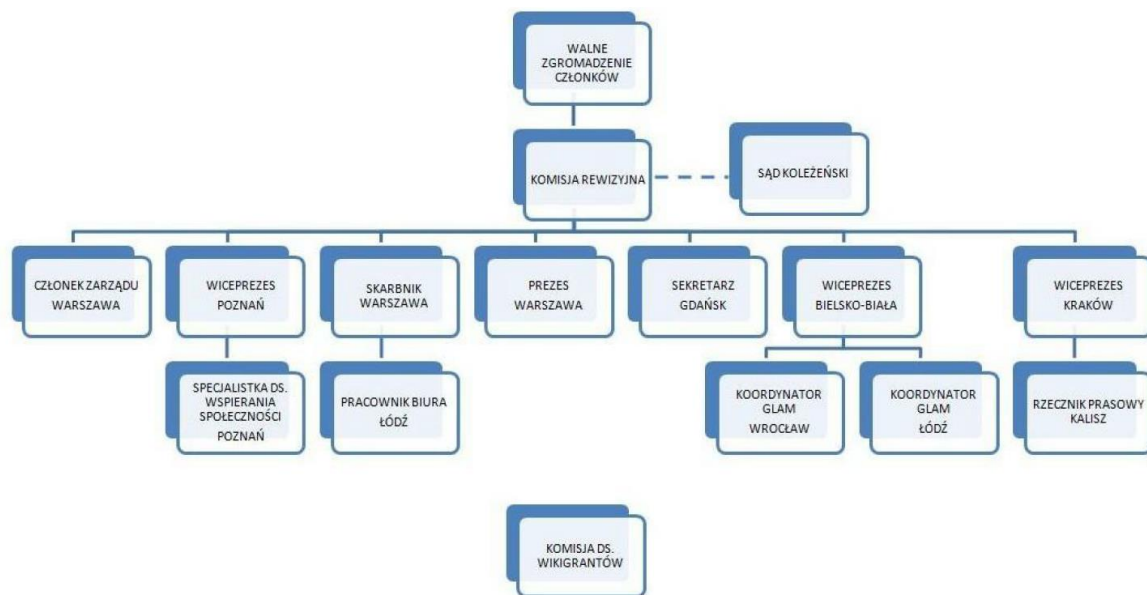
Volunteers are people who still care and like one another – it is a pity, though, that their count is so low because a lot depends on the activity of the members and what they want to do in a given year for the Association.

3.2.2. Organizational structure

Organizational structure is a tool for the delivery of strategic goals, therefore it is important that its form, interconnections, and dependencies be well thought-over and developed in a way so as to improve management. No organizational order is fixed, though, so even in stable conditions an organization ought to change and adapt to new developments, both within itself as well as in its environment.

Within the Association, apart from statutory structure, no coherent organizational structure exists. There are no written activity procedures and standards of work and communication. Employees are expected to show high independence and responsibility. Full organizational information is lacking.

3.2.3. Wikimedia Polska organizational scheme



Department structure

Departmentalization is one of the mechanisms of setting up organizational structure, based on setting up logical, effective, and efficient connections between tasks and employees. It is an effect of the decision of the Board as to what tasks can be grouped. It is used wherever direct supervision of the employees by the Board is impossible, so that the oversight is delegated to specified people. Such structure may cause communication problems, the emergence of the so-called “organizational silos” – which means the emergence of (informationally) separated divisions that attempt to act independently of others. For the Association, this is a situation in which cooperation and focusing on setting up and delivering common goals may dissipate.

The Wikigrant Committee and Internal Court are independent units, with no connections and reporting within the structure of WMPL.

3.2.4. Communication

Within the Association, a few types of communication are present:

- **Internal Board communication, which has been described in the section *Organization and Management***
- **Communication of the Board with WMPL members**

The Board meets every Tuesday at 21:15. They communicate on an IRC channel with a bridged connection to a Discord server (for the Board, Review Committee and staff). Any interested person may join the meeting, ask questions, and expect answers.

- **Bilateral communication between the Board and staff**

Communication is done usually through phone or e-mail. Direct communication is rare, as the Board hold no predefined duty/office hours and most Board members live in different locations than the staff they oversee. Every Board member overseeing an employee sets up their own modes of communication as well as frequency of contact. There is a good supplementary form of these contacts, Trello, where employees report their activity on an ongoing basis. This is also the place where one can see the actual workload on individual staff members. According to some, Trello reporting workshops ought to be repeated. WMPL's Trello boards are accessible to the Board, Staff, and the Review Committee.

- **Bilateral communication of WMPL staff with WMPL members and volunteers**

There is no the description of internal communication. Internal communication is performed mostly through e-mail and phone. A regular „From the life of the Association” bulletin is published and anyone can sign in to receive notification of new issues. There is information on the website of the Association, various message boards, Facebook pages / groups. During the interviews, information related to communication was conflicting; some said that they do not have enough information (and that was the majority), some that there is too much information around. In many interviews it was suggested that the Board and employees should take steps to answer the emails promptly, for instance in 48 hours.

There are 50 registered email accounts, although on occasion, most likely by habit, private email accounts are used for WMPL-related communication. This causes disruption in continuity of communication on a given issue. It is advised to communicate the necessity of always using WMPL email accounts for Association-related matters. There is also no habit of setting up auto-response features on mailboxes and phones if a functionary is away. A model of internal communication needs to be set up and communicated to the community.

- **External communication, or:**

We want to tell the world about the cool things we do!

There is lack of external communication strategy. According to the interviewees, WMPL's website needs better updating. No owner of the process of updating of the website has been defined. It is good to get media interested about WMPL's activities, especially that media tend to confuse Wikipedia with Wikimedia.

The pl.wikimedia.org website does not display properly for editing on mobile devices, although this is the drawback of the MediaWiki software, widely used to manage the contents on Wikimedia websites. It is suggested to prepare a landing informational page that does not use this software.

E-mails to external recipients ought to be mandatorily sent from Association's mailboxes, not from private ones.

There is a "Wikipedia in media" page at https://pl.wikipedia.org/wiki/Wikipedia_w_mediach. It might be worth setting up a similar page for the Association and its projects.

A number of mailing lists exists, and they are a good communication tool, but not all the data is updated there. Wikimediapl-l and Wikipediapl-l are the two main mailing lists.

According to the GLAM employee, the communication on the websites of the museums is written by the employees of the museums (digitization / resource department) in liaison with the WMPL employee; when the copy is finalized, it is published on the museum website. Based on this information, the press officer writes press releases. There is, however, no defined PR policy and this insufficiency should be remedied as soon as possible.

The WMPL blog works well. Tax campaigns (where the individual taxpayers can donate 1% of their tax to the selected public benefit organization from the ministerial list) are efficient which shows in the levels of income from tax donations.

3.2.5. Salary scheme

There is a lack of a salary scheme. All employees have the same salary which only depends on whether they work full- or part-time. Similarly, no bonus scheme has been introduced – generally, the Association does not have a motivation-based salary scheme. No ruleset for salaries and bonuses exists – even though it is not mandatory for organizations with fewer than 25 staff members, this does not mean that it cannot be introduced. There is also no personnel policy in terms of advancement and career.

Costs of participating in external conferences by delegated employees and volunteers are covered by the Association. The requirement is for the delegate to write a report after returning from the event, which is not always followed. Lack of a report, following one of the resolutions of the Board, is grounds for halting the WMPL-financed delegation of the volunteer to external events for a year. Exceptions to the rule of publishing the report within 1 month – e.g. prolonging the term – can occur upon the consent of the Board. Costs of participating in individual projects are covered from individual resolutions of the Board. The participants to the Association-organized retreats and conferences pay

a symbolic 50 PLN for attending but not all are aware of how much money WMPL actually pays for their participation.

3.2.6. Members of the Association

The members are the COMMUNITY. There are 129 current members. One does not need to be a member, however, to submit ideas for projects and apply for Wikigrants. Most volunteers, however, sign up for membership. Some members publish only their nicknames. Nicknames are in common use and some members know the nicknames of other volunteers better than their actual names. One can be a Wikipedia contributor without being a member of the Association.

A person wanting to become a member needs to sign a form, downloadable from the website of the Association. The Board accepts most submissions. There is no financial barrier – the minimum yearly membership fee is 1 PLN. The number of active members, however, is less than a half of the total.

No target group as well as no strategy for recruiting new members have been defined.

4. SWOT analysis

In accordance with the expectations of the Board, in November 2018 two SWOT/TOWS workshops have been arranged – one for the members of the Board and the Review Committee, the other for WMPL employees and volunteers.

The SWOT analysis is based on defining four areas:

- **Strengths**, which are all the advantages, strong points, good sides of the analyzed object, i.e. internal conditions that are directly controlled by the Association, making it different from other players acting in the same sector and region,
- **Weaknesses**, i.e. the weak points, barriers, disadvantages of the analyzed objects. These are internal factors that are the consequence of the limited resources and insufficient skills of the organization,
- **Opportunities**, external conditions that create chances for positive changes for the analyzed entity, external trends and conditions of the macro-environment independent of the activities of the Association which, if used properly, can serve the development of the institution and gaining of competitive advantage. These are tendencies and events in the organization's surroundings that, if used, can become stimuli for development and weaken the existence of threats,

- **Threats**, perceived as components that create potential for the analyzed entity to experience negative changes, i.e. external factors considered barriers, obstructions, additional costs of activity, and dangers that could have negative impact on change.

Based on the results of the workshops, expert SWOT analysis was prepared, with explanatory notes. Below are the effects of the analysis from both workshops, forming the entry material for the assessment of feasibility of developing a strategy for the Association.

Wikimedia Polska SWOT analysis: Board, and Review Committee

Strengths	
Factor	Weight
<p>Availability of finances</p> <ul style="list-style-type: none"> • Accounting transparency, transparency of clearing procedures • Large budget, transparency of the budget • Good financial history of the Association, confirmed through financial audits • Availability of financial means for a range of operations • Secured base for the activity of the Association, relative financial stability 	10
<p>Openness and transparency of the activity of the Association</p> <ul style="list-style-type: none"> • Idealism of the basic assumptions behind WMPL activity and the wider perspective • Full transparency of the activity of the Board • Transparency of activities and decisions • Authenticity and strong legitimization of the Board from the community • High frequency of on-line Board meetings, accessibility of the Board to WMPL members • Flow of information between WMPL and the projects • Ease of enrollment into WMPL as a member 	9
<p>Diversity and competence (volunteers, members, and functionaries)</p> <ul style="list-style-type: none"> • Diversity of education and experience of the volunteers • Wide array of skills, qualifications, and professional competences of WMPL members • Diverse and involved Board • Geographical diversity, territorial dispersion of Board members • People and their different views – complimenting • People and their involvement – willingness to act • High IT competence of the statutory bodies • Diversified competences of the Board, Review Committee, and staff • Technical know-how • Professionalization • Knowledge of the projects and their problems • High knowledge of copyright law among the staff, Board, and the Review Committee • Thematic diversity of projects and programs • Large volunteer base • Professionalism of the involved people • Drive towards consensus • Discussion skills 	7
<p>WMPL's place in the international community</p> <ul style="list-style-type: none"> • International contacts 	6

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<ul style="list-style-type: none"> • Good contacts with WMF and WMDE, including personal contacts held by staff and Board members • Wide range of partners, GLAM cooperation • Being recognizable in the international community • Recognized, strong brand 	
<p>Wikigrants and WMPL-supported projects</p> <ul style="list-style-type: none"> • Specialization with one-person microprojects • Micro-financing • Interesting projects that involve the community • Low complication of procedures of applying for financial aid for programs • Positive external image of Wikimedia projects • Having means of supporting the community • Supporting popular, recognizable projects • Wikipedia, the #1 brand • Projects that can be showcases for the Association 	3
<p>Community</p> <ul style="list-style-type: none"> • Volunteers with reasonable expectations, naturally emotionally involved in projects that are delivered with no costs for the Association • Board, Review Committee, and staff who mostly come from the community • WMPL functionaries – common goals, no competition • Composition of the Board – many people with diverse competences, replaceability • Flexibility • Un-corporation atmosphere of work • Retreats, trainings, conferences for the community • No competition for power within the Association • Common goals of the volunteers, readiness to act for a common cause despite differences of opinions • Openness to change • Apolitical character • Involved staff • Specified person for volunteer contacts 	0

Opportunities	
Factor	Weight
<p>Social potential</p> <ul style="list-style-type: none"> • Involvement of the government and local authorities in the use of Wikipedia in education • Promoting WMPL projects in the educational system • “Good press” which shapes positive image of WMPL • Improving opinion on the Wikimedia projects and WMPL among outside people • Unused potential of projects and volunteers – English Wikipedia, Wiktionary, Wikidata, Commons • Increased involvement of the society in NGOs • Increase of interest in the Association among young people • Communities we have not reached yet, such as hobbyists 	10
<p>External partnerships</p> <ul style="list-style-type: none"> • Proper use of the changes in legal regulations 	9

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<ul style="list-style-type: none"> • Increased IT know-how and technical awareness of GLAM institutions • Awareness of the need to digitize • Increased demand for high-quality products • Reactivation of vocational education • Automatic IT tools – development of data-processing technology • Federation movements, such as KOED • This audit 	
Diversification of sources of financing <ul style="list-style-type: none"> • Possibility of getting financial support from WMF • Stabilization as a public benefit organization – 1% tax donations as the source of income • Means of financing available on the market – WMF, EU funds, ministerial grants, supporters • Ease of donating 1% of income tax to NGOs 	8
GLAM <ul style="list-style-type: none"> • Raised awareness of the need to cooperate among institutions • Cooperation with institutions of culture • Interest of institutions in the GLAM project • A <i>hype</i> of working with WMPL among institutions • Potential partners – cultural, education, professional, trade, hobbyist organizations 	8
Wikimedia ecosystem and its shape <ul style="list-style-type: none"> • Wide array of possible projects and programs • Participation in the international network of Wikimedia organizations • Increased importance of Wikipedia structural projects • Increased order within the Wikimedia Foundation 	7

Weaknesses	
Factor	Weight
Planning <ul style="list-style-type: none"> • No long-term planning • Reactiveness instead of proactiveness • General lack of coordination, <i>ad hoc</i> actions instead of a long-term calendar • No defined goals • Strategy still <i>in statu nascendi</i> • Organizational hustling and patching • Varied points of view on the activity of WMPL which may be an obstacle • Lack of carrying vision within the community • Too many manhours spent on the decision-making process within the Board 	10
Internal processes <ul style="list-style-type: none"> • Deficiencies in IT infrastructure – no defined deadlines for open issues for years • Fragmentation in relation to projects • No proper reporting • No procedures, methodology, standards • No discipline in preparing for weekly Board meetings • Employees' time of work not controlled • No connection between financing of projects with time required from employees to complete the project 	10

<ul style="list-style-type: none"> • Improper organization of document flow • Abandoning projects which have been started • No automation of processes which can be automated • Wide geographic distribution of volunteers and staff • Problematic communication between employees • No influence over the community • Conservative approach towards projects and the Association • Projects that we should support, while they are actually a burden (Wikinews) • No goal-oriented management, motivation system, efficiency measures, and development path for employees 	
<p>Insufficient human resources</p> <ul style="list-style-type: none"> • High workload on staff and volunteers • High turnover of volunteers • Insufficient number of volunteers • Lack of time among volunteers • Volunteer character of the Board and the Review Committee • Unequal involvement of Board members • Asymmetrical workload on staff • Low integration of employees • Low professional experience of staff – most of them are on a junior level • Low activity among Association members – lack of equal involvement of all members • Functionaries overloaded with tasks • Lack of replaceability among staff – see the case of Natalia’s broken leg • Office infrastructure • Relatively few people involved in the activities of WMPL • Staff competences unfit for their tasks • Low IT competences among staff • Competences of Board / Review Committee members unfit for their tasks – e.g. currently there is no expert in law • Insufficient skill mix • Lack of certain competences within the Board 	9
<p>No diversification of the financing of WMPL activities</p> <ul style="list-style-type: none"> • No Plan B in case 1% tax donations are removed • No diversification of income • No financial stability 	6
<p>WMPL brand and its perception</p> <ul style="list-style-type: none"> • External people confusing WMPL with the Wikipedia’s “management team” • Lack of communicating of the results of the undertaken tasks to the outside • Lack of communicating who we are and what we do • WMPL brand weaker than that of Wikipedia 	5

Threats	
Factor	Weight
<p>Threats from the legal, political, and institutional environment</p> <ul style="list-style-type: none"> • NGOs influenced by the State • Political instability – Public Benefit Organizations and the control over NGOs • Unfavorable changes to copyright law 	10

<ul style="list-style-type: none"> • Political attacks on the Association • RODO, labor law • WMPL potentially involved in politics by outside people • Changes to the legal and political environment – freedom of speech, anonymity 	
<p>Social factors and volunteer burnout</p> <ul style="list-style-type: none"> • Death of WMPL’s local initiatives – apart from Katowice we are not active on any city level • Death of Wikimedia projects • Professionalization of Wikimedia editing raises the entry barrier, causing fewer people to join the movement – decrease of active editor count • Increased pace of life • No inflow of new Association members – the same size for many years • Decreasing number of people willing to share knowledge • Decrease of interest in volunteerism • Lack of willingness of members to get more involved in the matters of WMPL • Volunteer burnout • Competing NGOs • Losing volunteers to other webservices • Lack of knowledge about projects within the society • Development of data processing techniques • MediaWiki software, unfit to current times • Improperly developed mobile solutions 	8
<p>Wikimedia Foundation actions that could impact WMPL’s activity model</p> <ul style="list-style-type: none"> • Deterioration of relations with WMF • WMF as the chief decision-maker who dictates the conditions • No influence of WMPL on globalization of WMF actions • “Drifting” of WMF strategy in an unknown direction • Increasing number of “flimsy” organizations within the Wikimedia movement • Weakening of international cooperation 	7
<p>Weakening of the reputation of WMPL</p> <ul style="list-style-type: none"> • Distrust towards Wikimedia from organizations (media, academics) • “Bad press” or instigations against “left-wing / right-wing” Wikipedia • Risk of losing reputation (WMPL, promoted projects) • The 1990s interface in Wikimedia projects 	6
<p>Losing the status of a Public Benefit Organization by WMPL</p> <ul style="list-style-type: none"> • Changing legal environment – what will happen to 1% tax donations? • Losing 1% tax donation income • Changes to tax / NGO law • Lack of stability of Polish zloty • Destabilization of Europe (see Ukraine) • International conflicts 	5

Combination	SWOT results		TOWS results		SWOT/TOWS combination	
	Sum of interactions	Sum of products	Sum of interactions	Sum of products	Sum of interactions	Sum of products
O / W	40	336.00	28	231.00	68	567.00
T / W	18	145.00	32	231.00	50	376.00
O / S	32	263.00	24	196.00	56	459.00
T / S	24	180.00	24	171.00	48	351.00



Competitive strategy (mini - maxi)

The recommended activities are based on eliminating the weaknesses of the organization as well as building its competitive force through the maximum use of the existing opportunities that favor the development of the organization. Characteristic activities: increasing financial resources, increasing resources, rationalization of costs, increasing the efficiency of the organization, investing in maintaining competitive advantage, increasing the existing competitive advantage or creating a new one, as needed to adjust to the needs of the market.

Wikimedia Polska SWOT Analysis: Staff and volunteers

Strengths	
Factor	Weight
<p>Human capital and competences at the disposal of the Association</p> <ul style="list-style-type: none"> • Members all over the country, everyone can act in a different space • Large number of members of the Association • Association members in different locations in Poland • Involvement of a relatively large part of the organization members • Functioning based on the work of a number of people – even if someone backs away, there is a number of other people to step in • Members are numerous, active in different environments, in Poland and abroad • Large number of members are in friendly relations to one another • Our members have numerous varied competences • Experience of the members of the Association • High competences from different areas among the volunteers • We have a lot of activities behind us – this is experience and know-how that we can draw from • Stability of employment • Stable team of employees • Stability, lack of “shocks” and major crises • Respect towards the employees • Partially informal character of work which boosts creativity • High culture of working with people • Good atmosphere • Development, through e.g. trainings • Contests, travels, conferences, awards • Identification of members, inclusivity • Democratically elected functionaries 	10
<p>Mission and idea forming the foundation of the Association</p> <ul style="list-style-type: none"> • Idea of free knowledge • Passion and involvement • Enthusiasm and experience of volunteers working for the Association • Values that bind – e.g. altruistic attitude, protecting the cultural heritage • Community, full of vigor and involvement • Educationally interesting, valuable projects 	8
<p>Brand of supported projects</p> <ul style="list-style-type: none"> • Strong brand of Wikipedia • Popularity of Wikipedia on the Internet • Positive reception from the society • We represent a strong, known brand with positive associations • Projects we support are attractive and popular, have a strong brand • Wider identification – Wikimedia is a global movement, we are not alone • Curiosity of the non-editors about the functioning of Wikipedia 	7
<p>WMPL projects</p> <ul style="list-style-type: none"> • No possibility of running out of project ideas • Taking care of the access to free knowledge – large demand • Openness to initiative, ideas, projects, from staff and volunteers 	7

Stowarzyszenie Wikimedia Polska
Organizational audit

<ul style="list-style-type: none"> Combining the knowledge and experience from a lot of areas Support of unique projects (Wikipedia, Commons, Wiktionary) – there is not much competition Support of free projects which enjoy popularity 	
<p>Cooperation with external partners</p> <ul style="list-style-type: none"> We have many prestigious partners of our activities Wide possibilities of cooperating with various educational institutions Good cooperation history with national and local institutions Cooperation with the Foundation and the chapters (experience transfer, financing) Contract with WMF – position of a monopolist Ability to easily cooperate with Wikimedia abroad 	6
<p>Finances</p> <ul style="list-style-type: none"> Good current financial situation We have a budget and the possibility to use it, as needed We have the Public Benefit Organization status Finances – openness and reliability Accumulated finances Openness, including financial – it is hard to charge us with lack of transparency Financial transparency 	0

Opportunities	
Factor	Weight
<p>Finances and infrastructure</p> <ul style="list-style-type: none"> Grants, financed by different institutions – increasing possibilities of reaching out for funds Grants for partner projects from the Ministry of Culture and National Heritage and other sources Sponsors Development and project grants from Wikimedia Availability of new means of financing Non-financial support – rooms / places for workshops, catering, people – guests of the lectures, equipment, etc. Increased wealth of the society 	9
<p>Cooperation with educational and other institutions</p> <ul style="list-style-type: none"> The demand of schools and universities for digital and Wiki education – cooperation with universities Willingness of other entities to cooperate with us Networking with other institution of education and culture Participation in international initiatives – e.g. UNESCO and other projects Support of intellectual elite and the possibility of wider involvement of universities into the improvement of project quality (instead of a M.Sc. thesis, developing Wikipedia entries – these could be also used in other ways) Improvement of Wikimedia image among institutions In the world of “:fake news”, possible increased interest in such sources of information as Wikimedia Increased awareness of the society – willingness to acquire knowledge Increased awareness of the society as to the functioning of the Association 	8

<p>New projects</p> <ul style="list-style-type: none"> • There are still many areas which we have not tried large-scale and where we could spread our wings • The need to develop digitization of documents, photos, books, etc. • New, well-planned, developed, and delivered projects • Increased popularity of teaching with the use of digital tools • Growing cybernation 	8
<p>New people (including staff)</p> <ul style="list-style-type: none"> • More people involved • Involvement of new members • New employees, new energy + new Board • High activity of volunteers • Emergence of new people with fresh ideas in the Association 	8
<p>Drawing on the experience of other organizations</p> <ul style="list-style-type: none"> • Positive effect of ideas from other chapters – European and worldwide • Using the experience of other organizations of similar profile • The increase of information / knowledge at the disposal of other organizations – e.g. increased number of research projects whose conclusions we can use 	5

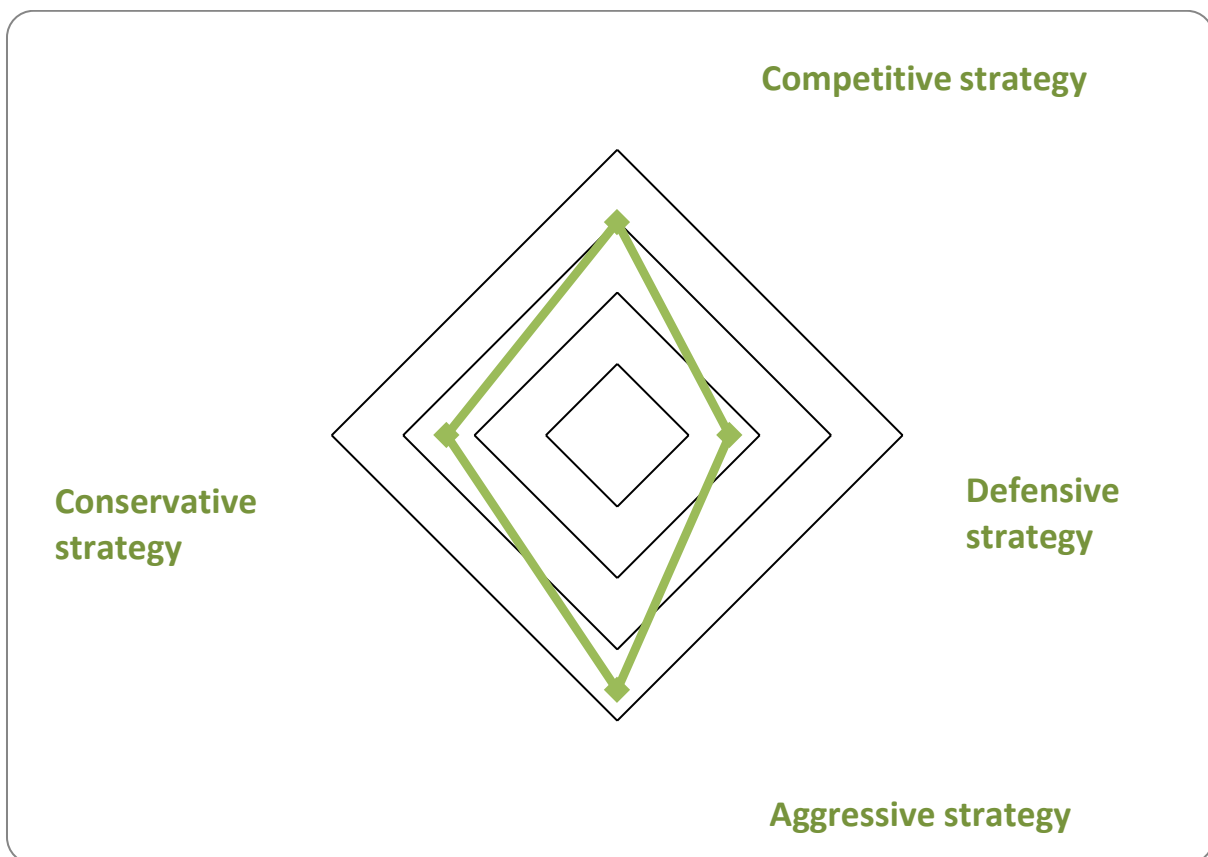
Weaknesses	
Factor	Weight
<p>Problems with internal and external communication</p> <ul style="list-style-type: none"> • Deficiencies in communication – varying levels of knowledge and awareness • Incapability of proper interpersonal communication among some Wikipedians • Lack of coherent strategy of using social media (e.g. Twitter) • Diverging communication between the Board and the community • Insufficiently developed communication paths between the staff, the Board, and volunteers • Sometimes, problems with internal communication • Excessive information – problems with communication • Large number of digital communication channels – excess information • Process of communicating and informing about WMPL activities – sometimes insufficient • Weak working connections with similar organizations (e.g. Coalition for Open Education, other Wikimedia affiliates) – no learning from the experience of others • WMPL website – not really clear • No complex service to the environment – legal, media, etc. (lack of responsible people, only the one press officer) • Territorial dispersion of the community all over the country (it is hard for an individual to act alone) • Diversified community = diversified views = no unanimity which cause chaos • Weak subjectivity and identity of the Association • Weak presence in the third sector – we are not a member of the National Federation of Polish NGOs, we rarely appear on media or NGO conferences 	10
<p>Organization of Board activity and activity structure</p> <ul style="list-style-type: none"> • Lack of full-scale office • Number of Board members exceeding that of employees 	10

<ul style="list-style-type: none"> • Volunteer-based Board (it is not possible to make someone be active) • Board composed of active and less active people • Unclear supervision of staff, difficulties in assessing efficiency • Lack of a single manager / director • We do not have a Board or a director who could be completely involved in WMPL • 7 volunteers managing a growing number of employees • Too many projects dealt with by too few employees. Better to focus on one project? • No clear division of duties of the people involved in WMPL activity (volunteers) • Unclear borders between volunteerism and work • No recognition of the individual motivators of members, no expectation management 	
<p>Problems with planning</p> <ul style="list-style-type: none"> • We do not have a long-term strategy – no strategy • Focus on self-promotion, little time for planning • No diversification of sources of income • Bad budget structure – income mostly from 1% tax donations, expenditures are mostly salaries • Spendings of low profitability • Inefficiency of some activities, e.g. numerous international trips which the community can see in a bad light • Difficulties in collecting good ideas / initiatives from the grassroots. Members do not know what they can suggest and therefore do not expect specific changes • Acting “here and now”, no long-term perspective 	10
<p>Decision-making process</p> <ul style="list-style-type: none"> • Too slow reactions to changes in law • Contests organized too hastily, prizes too small • Lack of decisions, especially in less pressing matters • Weak decision-making process (prolonging the decisions, inefficient discussions) • Sometimes chaotic decision-making process • The Board sometimes has problems with setting up priorities • Doing important things in the last moment • Too little effort put into recruiting new members • Relying only on tried-out ideas – many new volunteer initiatives are rejected • Discouraging new volunteers by freezing their ideas or by not providing support 	8
<p>Cadre deficiencies (not only staff)</p> <ul style="list-style-type: none"> • Lack of person designated for submitting projects. Projects are not well-written and conducted • Withdrawal, e.g. through burnout, of experienced volunteers or staff members • Problem of activity – laziness of members and the community because of WMPL having hired staff • Low activity of the majority of members • Not many people who are active in the projects enrolled into WMPL • Limited time availability of members • Many people with “a flash in the pan” temper • No technical skill trainings for staff. Projects are frozen – awaiting volunteers • Overwork, too few staff, too low salaries • No people doing a single type of work – e.g. graphic designer, programmer, teacher • No volunteers willing to join in to conduct trainings • Too few people join Wikimedia. Young people needed • Closing in a bubble of the same people – too little fresh blood flowing in • Theoretically, high openness to outside people. Practically, conferences are frequented by a similar group, few people from the outside 	7

Threats	
Factor	Weight
<p>Loss of financing</p> <ul style="list-style-type: none"> • Changing income – 1% tax donations, general donations – it is hard to forecast the income level for the future • Lack of financial liquidity • Eliminating the 1% tax donations • Lack of proper financing – 1% tax donations + no grants 	10
<p>Unfavorable changes in law</p> <ul style="list-style-type: none"> • Legal regulations, related to e.g. 1% tax donations • Theoretically possible legal changes impacting NGOs • Negative changes in law, in e.g. supervision of the Association • External inspections (Tax Office, GDPR, etc.) – in case some procedures and formalities are not complete 	9
<p>Loss of interest in Wikimedia projects</p> <ul style="list-style-type: none"> • Loss of involvement of WMPL members, from lack of free time of volunteers • Loss of interest in projects • Few employees -> irregular contact with partners, volunteers, sponsors -> loss of partners and volunteers 	8
<p>Media, politics, image</p> <ul style="list-style-type: none"> • Involvement of the Association in a political conflict • Organized attempts to censor content and introduce false information from the outside • Image crisis, e.g. attacks on Wikipedia from unfavorable media • Too much inspiration on WMF processes, “much ado about nothing” • WMF’s activities and decisions which are not favorable to chapters • Excessive influence of WMF, unfit to Polish conditions and society 	7
<p>Competing services</p> <ul style="list-style-type: none"> • Emergence of competition to Wikipedia • Technical development of competing Web platforms – where the goods we all fight for is the time of Web users • Sister projects of low recognizability • Better organizational skills in competing entities – just like the recent meeting of the Prime Minister with a YouTube representative • Lower reader interest because of other Web activities available • Servers which are needed to keep working 	5
<p>Involvement of internal and external people</p> <ul style="list-style-type: none"> • Change of social attitudes towards cocreation of knowledge online – no compulsion to join the movement • Good job market situation – in case of need it will be hard to gain new employees • Dropping involvement of the community • Boredom with Wiki projects by the readers • Lack of “fresh blood”, remaining inside the same bubble • Increasing average age in WMPL – it is hard to find common language with the younger generations 	0

- No means / people / concepts to involve the 30+ generation more – dropping interest and awareness

Combination	SWOT results		TOWS results		SWOT/TOWS combination	
	Sum of interactions	Sum of products	Sum of interactions	Sum of products	Sum of interactions	Sum of products
O / W	42	354.00	30	243.00	72	597.00
T / W	30	249.00	8	66.00	38	315.00
O / S	50	380.00	44	334.00	94	714.00
T / S	34	245.00	30	233.00	64	478.00



Aggressive strategy (maxi - maxi)

The recommended actions rely on the maximum use of the synergy effect between the strengths of the organization and the opportunities from the environment. It is a strategy of strong expansion and diversified development. Its characteristic features are the active use of the emerging opportunities,

strengthening the market position, taking over similar organizations, focusing of the resources on competing products.

Comparison of the top criteria

Board	Staff and volunteers
Strengths	
Availability of finances	Human capital and competences at the disposal of the Association
Openness and transparency of the activity of the Association	Mission and idea forming the foundation of the Association
Diversity and competence (volunteers, members, and functionaries)	Brand of supported projects
WMPL's place in the international community	WMPL projects
Wikigrants and WMPL-supported projects	Cooperation with external partners
Community	Finances
Weaknesses	
Planning	Problems with internal and external communication
Internal processes	Organization of Board activity and activity structure
Insufficient human resources	Problems with planning
No diversification of the financing of WMPL activities	Decision-making process
WMPL brand and its perception	Cadre deficiencies (not only staff)
Opportunities	
Social potential	Finances and infrastructure
External partnerships	Cooperation with educational and other institutions
Diversification of sources of financing	New projects
GLAM	New people (including staff)
Wikimedia ecosystem and its shape	Drawing on the experience of other organizations
Threats	
Threats from the legal, political and institutional environment	Loss of financing
Social factors and volunteer burnout	Unfavorable changes in law
Wikimedia Foundation actions that could impact WMPL's activity model	Loss of interest in Wikimedia projects
Weakening of the reputation of WMPL	Media, politics, image
Losing the status of a Public Benefit Organization by WMPL	Competing services

5. Finances

The General Assembly takes place each year, in June – it approves the financial reports for the previous year and – partially retroactively – plans of the Board for the current year, since it happens halfway through the year for which the plan is made. Every two years, new Board is elected. The main source of income for the Association are 1% tax donations from individuals. There is also some income from membership fees. The Association may apply for WMF grants. Its financial situation is good. The available resources secure the ongoing activity for the nearest three years. SWOT analysis showed worries as to possible threats from the changing tax regulations – limiting or eliminating 1% tax donations. No diversification of income means that this could be a major problem for WMPL in a few years' perspective.

6. Ashrodege mission

A mission statement defines the goals for which the organization was established as well as defines the role which the organization serves in its environment. The mission is a definition of long-term intentions and aspirations in a way which is understandable for the members of the Association as well as its staff.

The Mission Statement is subject to revision and cannot become outdated.

During a workshop with the functionaries of the Association, all the elements needed to formulate the new mission statement have been developed. When formulating the mission, it is important to set the goals and strategy of the organization, values, and norms and behaviors.

The goal ought to be the chief aspiration of the Association, define its need to exist and the tasks it is to perform through its existence. It is an answer to the question: why does the Association exist?

The strategy ought to provide answers to the key questions:

1. What does the Association do? – the so-called activity domains.
2. What differentiating advantages does the Association have in comparison to other similar organizations or what activity does it attempt to undertake to create such advantages?
3. What position does the Association want to take on its market?

In part, the strategy determines organizational behaviors as the subject of activity of the Association as well as its organization, largely determining how people will act within the organization. The existing competitive advantage needs to be taken into account as it is a derivative of prior strategies and achievements; it can happen that many of the organizational behaviors is subject to the maintaining of the said advantage.

Values are beliefs and moral rules which form the foundation of the organizational culture. It is an aspect of the mission statement which is most crucial to the people working in the organization as well as its members. It is important that the people feel that their rules, beliefs, and values are generally in accordance with those of the organization. Values are therefore the fundamental motivators and act as strongly as the strategy, plotting the future activities. Members would like the values of the organization to be something they can take pride in. Values should also, to a degree, reflect the direction in which the Association is going and which was established in the strategy.

Norms and behaviors form the internal policy, rules and behavior norms which ought to function in the Association. These are patterns of behavior employed by the members of the organization to reach its strategy, allowing to perform according to the assumptions from the strategy. They ought to be worded in a way so that everyone can say whether they are acting according to the norms or not. Naturally, they cannot promote unethical behavior, discordant with the values or strategy.

The whole statement ought to reflect the Association's organizational culture with its goals and aspirations. From the formal perspective, the mission statement ought to be simple and clear.

It is very important that the mission statement is connected with both the strategy and organizational culture. Constructing a mission statement will enable simpler decision-making, limit the need to supervise, at the same time promoting constructive behaviors, building trust and loyalty.

Also, if the mission is widely known, acceptable and understandable to everyone, it may be a separate motivator.

Strategic workshop – Ashridge model mission, Board of Wikimedia Polska Association

Goal – sense of existence
• Representing Polish Wikimedia in the global movement, being the face of Wikimedia for the outside world
• Supporting the accumulation of resources in Wikimedia projects
• Supporting access to free knowledge through developing contents based on sources
• Integrating the community and supporting it financially and organizationally
• Institutional representation of Wikimedian interests

- Promoting free licenses and building the awareness of copyright law

Values
• Openness and transparency
• Independence
• Altruism
• Freedom, openness
• Honesty

Standards - behaviors
• Long-lasting character of resources – maintaining access
• Honesty in acting
• Partnership towards volunteers
• Flexibility in acting
• Working in a digital world
• Using the potential of members and volunteers
• Atmosphere of tolerance, consensus
• Majority of digital, virtual activities

Domains
• Showing the direction of Wikipedia’s development to volunteers
• Cooperation with institutional partners, e.g. GLAM
• Organizing conferences
• Recruiting volunteers and editors
• Educational meetings
• Organizing contests
• Media representation of the Wikimedia movement
• Information activities within the Association
• International cooperation

Competitive advantages
• Product, recognizable strong brand of Wikipedia, logo (puzzle globe) – partnership agreement with WMF
• Regional leader – worldwide range, champion of free culture in Poland
• Support from donors
• Growing institutional cooperation
• Knowledge of copyright law
• Non-commercial character
• Community – variety of human resources
• Activity, independence, and responsibility of volunteers
• Global movement – recognizability in international environment

- Important element of the global network – partner of WMF

Strategic goals
• Supporting access to free knowledge, especially for residents of Poland
• Acquiring free resources – texts, photos, multimedia
• Guaranteeing equity in access to knowledge
• Promoting free licenses and contents
• Acquiring volunteers and supporting volunteerism and Polish Wikimedians
• Representing Polish Wikimedians in the international movement
• Improving the legal environment in the area of free resources
• Education of the society
• Providing equal potential of creating and gathering knowledge
• Supporting the Wikimedia projects
• Developing the society

Wikimedia Polska Association's Ashridge mission statement:

We are a Polish Association of Wikimedia project contributors. We integrate and represent the interests of Wikimedians and we provide them with financial and organizational support. We sustain access to free knowledge through collecting resources and developing source-based contents, and we promote free licences and the awareness of copyright law. Openness and transparency are important to us. We value independence, altruism, honesty. Thanks to the potential of our members and volunteers we look after acquiring and maintaining cultural heritage in the digital world. We achieve our goals through cooperation with volunteers and institutional partners.

7. 2030 Wikimedia Strategy

A year ago, the global Strategic Direction was formed, based on a number of reports from all global Wikimedia communities, from Internet user research in developed and developing countries. The final effect was a developed model of cooperation within the EU and in relation to cultural heritage. It should be implementable in WMPL's strategy. The description of the main points of WMF's strategy, developed by Szymon Grabarczuk, is, with his consent, attached to this report. Before building WMPL's strategy, it is advisable to read the direction of the global Wikimedia movement. It may be an inspiration to the vision of development and formulating of strategic goals for Wikimedia Polska.

8. Recommendations

1. In the area of strategic management:

- Developing strategy of the Association's activity and development with the horizon of the nearest three years. The strategy ought to define goals for the priority direction of development in the nearest years, take into account the potential of the Association, and the external opportunities and threats. A well-formed and carried out strategy ought to improve management and communication with members. Presenting and monitoring of the delivery of the strategic goals ought to be elements of the Board's reports to WMPL members.
- Introducing strategic controlling, including the introduction of long-term planning, e.g. with a three-year horizon (or for the duration of the term of the Board) and monitoring / revision of the strategic goals in a yearly cycle.
- Setting up a database of WMPL member competences, including those of inactive members, to activate them and involve them in Wikimedia projects
- Community support – expectation management. A young person ought to get informed what they can do, what they will get, what support they can expect (e.g. a membership package, prepared after a member questionnaire)
- Reader support – teachers, youtubers, e.g. how to read and recognize fake news – those are the activities postulated by the volunteers. Recruiting a team to perform these activities.
- Contracting scholars, for e.g. sociological composition and motivation of Polish Wikipedians. How to recruit more?

2. In the area of marketing and image innovations:

- Developing a plan of marketing and promotional activities and assigning a yearly budget for this plan. The plan ought to contain, amongst others, marketing activities for the recruitment of new members and institutions for the delivery of projects.
- Clearing the website of outdated or generalized information.
- Taking steps towards introducing Wikimedia education into schools, organizing inter-school contests, founding of prizes.
- Performing an analysis of competing NGOs with the assessment of their competitive advantages as well as business models.
- Intensification of cooperation with the Coalition of Open Education, Centrum Cyfrowe Foundation, E-BIP Association, libraries, universities, etc. – creating a forum of cooperation, using the synergy

of common contacts and relations, knowledge base, skills. The Association may become an initiator of the integration of this environment of NGOs and therefore create a development vision for a strong lobby. It is easier to act together, it is easier to press for changes in law together. There seem to be organizations that are eager to cooperate but someone has to initialize it. The initializing organization will most likely be the leader of this environment. A good start would be to write to all the people and institutions in WMPL's contact database and suggest cooperation.

- Activity ought to translate to the inflow of new members, provided that this fact will be publicly announced in the media
- Better use of GLAM. GLAM gives us resources and its use ought to be maximum. GLAM is cool.
- Answer the question: what are the frameworks for the cooperation with WMF? Are we a reflection of the Foundation? Do we need to get more independent?
- Acquiring more institutions such as the Katowice Regional Cultural Institute (Regionalny Instytut Kultury w Katowicach) and therefore more announcements like this:

“Do you want to learn to edit the world’s largest encyclopedia? Do you want to share your knowledge with others? This workshop is just for you! Fridays with Wikipedia are free meetings that take place regularly in the Regional Cultural Institute in Katowice. The nearest workshop, October 19, will be related to the heritage and industrial families of Silesia. This will be also an occasion to celebrate the 17th birthday of Polish Wikipedia. Come, join us!”

- Acquiring such people as the Institute’s vice-President who posts on Facebook:

„Drop in at Teatralna 4. This is where the Silesian heart of Wikipedia beats” 😊

3. In the area of organization and management:

- Preparing detailed duties and responsibilities for paid staff.
- Preparing the rules for working time confirmation, signing the attendance list (can be done remotely)
- Developing and implementing staff policy, including motivational system of salaries for the Association’s Staff, rules for awards and career / promotion paths.
- Approving new Board regulations – the current one is defined by the Resolution 29/2012 of June 19, 2012, is general, and does not define the tasks, work organization, volunteer character of Board

activity, etc. Discussing the possible change of the time-consuming formula of weekly Board meetings.

- Setting up activity procedures, e.g. onboarding of new staff into the professional duties and the Association's reality, procedure for clearing travels, etc.
- Introducing planning, budgeting, reporting, and checking of results.
- Developing and implementing a recruitment system for systematic acquisition and onboarding of new members.
- Revisiting the reporting of performed work – most recent reports are from 2017 – or explaining why reporting has ceased.
- Hiring a mobile coordinator (manager) of the office responsible for managing administration and staff.

4. In the area of finances:

- Preparing yearly budgets of managing resources, planning of expenses
- Analysis of the account plan from the perspective of introducing cost analytics and monitoring the budget.
- Assigning funds to a marketing budget as well as image-improving outlays (PR).
- Considering the option to approve the budgets and plans of the Associations during the General Assembly for the next calendar year instead of the current one. In order to do that, during the 2019 GA, two plans would need to be developed: one for 2019 and one for 2020. In 2020, only one plan would need to be approved, for 2021. Such a solution would allow for better preparation for the next year, and will limit *ad hoc* activity and “putting out flames”.
- Initiation of a search to diversify the sources of financial income for the Association.

9. Summary

The presented results of the SWOT and Ashridge mission workshops are a true source of knowledge about the perception of the Association from its different environments. They are also entry material for a discussion on the shape of the strategy which will be developed. The combination of elements of aggressive and competitive strategy is an indicator to mobilize the members of the Association and the Association itself as an institution to start external activity and increase the attractiveness of the offer for the members inside the Wikimedia movement – e.g. through developing a membership package

that would contain attractive privileges, accessible only to the members. The synergy of the strengths of the Association with the external opportunities is a valid signal to initialize new activities.

The initiation of the changes recommended for the Association is completely in the hands of the members of the current Board. Regardless of how big the changes will be, there is a need to convey, to the employees and the members of the Association, all the information about the need and logic of implementing the change. There will be no fears associated with the implementation of the change if everyone has the same knowledge and understands the need for change and the character of changes.

When introducing changes, the way of communicating often remains unchanged. Even though at times of stable functioning, deficiencies in communication are not that threatening, in times of change they may lead to major misunderstandings and difficulties.

Therefore, it is also recommended to introduce strategy controlling, due to the increased awareness of the importance to utilize intellectual capital, which is hardly quantifiable. Strategic management allows to put on one scheme both the financial and all the non-financial goals such as:

- knowledge and development,
- internal processes,
- the Association's native market

Strategic management defines the norms required to plan sustainable development and presents the interdependencies between the goals. Thanks to this, the assessment of the influence of the delivery of a minor goal on the delivery of its parent goal can be possible. I recommend to take this into account before planning the strategy of the Association.