

WMRS' Strategic Plan 2024 - 2026

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Retrospective and strategic framework

In 2023, Wikimedia Serbia began the process of creating a strategy for the period 2024 — 2026. A working group was formed, consisting of two Board members, one community member and one employee. An [evaluation of the current strategy](#), [SWOT and PEST analysis](#) were carried out. The feedback received from the community was also integrated into the evaluation, which concerned the assessment of the level of realization of the previous goals, as well as the proposal of future goals of the organization. In this way, the community is actively involved in the process of creating a strategy, whereby Wikimedia Serbia implemented a strategic recommendation related to ensuring equality in decision-making.

During the process, consultations were held with the representative of the Wikimedia Foundation to ensure the [alignment of documents with the strategic recommendations of the movement](#). The draft was presented to the community, and then the [finalized strategy](#) was adopted by the Board and presented in the annual plan submitted in September 2023.

In all the mentioned steps, the working group aimed to review the work of the organization, and the existing structure, evaluate the work within the projects, present the challenges and lessons learned, and assess how the strategic directions will be adapted. Adaptation is very important in the work of the organization because it shows a high degree of flexibility and the necessity of learning from earlier mistakes. This allows for the chapter to align with the movement and current circumstances.

This document is structured to include an evaluation of the strategy for the period 2021 — 2023, SWOT and PEST analysis, set values of the organization, needs and expectations of stakeholders, but also goals, implementation plan and a framework for learning and evaluation. The document was adopted by the Board on November 13, 2023.

Evaluation of WMRS' strategy for the period of 2021 - 2023

The [strategy of Wikimedia Serbia](#), which was defined for the period 2021 - 2023, was focused on three areas: gathering of free content, cooperation and networking with other organizations and institutions, and community support. In the process of creating a new strategy, an evaluation of the current one was carried out, and below is a summary of this evaluation, lessons learned, as well as changes to the medium-term goals of the organization. In this sense, the new goals were presented, in which way they were adapted, as well as what will no longer be a strategic focus.

Goals for 2020 - 2023	Conclusions and changes	Goals for 2024 - 2026
Quality networking with different types of institutions and organizations in order to create free content and use common resources	<ul style="list-style-type: none"> - focus on sustainable and long-term cooperation - strengthening the independence of partners - expanding and strengthening the network of partners outside the Wikimedia movement 	Achieving sustainable and long-term cooperation with partners outside the Wikimedia movement
Bridging the gap between Wikipedians and Wikimedians and striving for better communication and mutual support	- although the goal has been achieved, resources will still be invested to make the community stronger and healthier	This is no longer a strategic goal.
Expansion of the volunteer network, with emphasis on decentralization	<ul style="list-style-type: none"> - volunteer engagement are still a priority in the work of our organization - the goal was changed in terms of greater investment in sustainable projects throughout Serbia 	Decentralization of activities and investment in sustainable projects and communities throughout Serbia
Gathering of free content with focus on its quality	- the goal remains unchanged	Development of free knowledge with a focus on its quality
Promotion of free knowledge and the Wikimedia movement and projects	- promotion of free knowledge and increasing visibility of the movement are important for the organization and will be implemented through other strategic goals	The goal is integrated into the redefined strategic directions.
/	Explanation: Wikimedia Serbia is one of the first chapters created in the world. For years, it developed programs, and organizational structure, built resources, and reached the point where it can provide support to the communities in the region, both in the form of projects and in supporting them in starting their own affiliations. The organization is able to offer time and human resources that	New strategic goal: Achieving a leadership role in the region in terms of initiating cross-regional cooperation among Wikimedia affiliates and achieving greater impact

	<p>volunteers in the region, as well as the CEE hub, could use. In this way, it is possible to network with people who are gathered around a common goal and achieve better results. Benefits can also be joint projects aimed at obtaining financial resources.</p>	
/	<p>Explanation: In addition to the focus on collecting free knowledge, it is very important that affiliations and communities provide equal access to existing free knowledge. This implies the inclusion of members of socially sensitive, marginalized and underrepresented groups in the work on projects, increasing content on these topics in order to increase awareness of the various types of discrimination they face, as well as developing tools that will facilitate access and the possibility of contributing to projects. For a number of years, Wikimedia Serbia has been developing activities aimed at increasing the diversity of the community and thus a healthier working environment in which a support system and mutual cooperation are encouraged.</p>	<p>New strategic goal: Increasing the inclusion and diversity of the community and content on Wikimedia projects</p>

Lessons learned within the set goals

Quality networking with different types of institutions and organizations in order to create free content and use common resources

In the last three years, Wikimedia Serbia has focused not only on establishing cooperation and expanding the network of partners but also on ensuring their sustainability. This implies that the partners with whom the projects were realized continue to work within the organization and initiate new ideas. To increase the sustainability and organic growth of the organization's volunteer capacities, Wikimedia Serbia encourages the independence of volunteer teams involved in the implementation of cooperation. This further leads to greater decentralization and expansion of the organization. Independence does not mean the absence of organizational support, but the possibility that partners have greater freedom and motivation to implement joint ventures.

Due to the situation with cultural institutions in the Republic of Serbia, the support of the Ministry of Culture is one of the crucial factors for establishing contact and cooperation with institutions. This type of support is not only of a financial nature but increases the relevance of the project, enables easier communication with cultural institutions and shows an increase in awareness of both digitization and free knowledge on the part of the authorities in Serbia.

Another benefit of cooperation is the use of common resources that organizations and institutions have. This implies the use of communication channels of partners to better reach the target group, equipment, infrastructure, and volunteer capacities. Also, donations and in-kind donations are very important for the organization and the expansion of its financial capacities. Excluding donations made by the Wikimedia Foundation, membership fees and donations from individuals, Wikimedia Serbia got 138,633.53 euros from 2021 to July 2023. These donations are very significant because they show how much the organization has increased its capacities, but also the willingness of partners to provide support through various resources.

Bridging the gap between Wikipedians and Wikimedians and striving for better communication and mutual support

With the aim of better and more transparent communication between Wikimedians and Wikipedians, Wikimedia Serbia first gave its resources to editors to make their work easier. The community could use the organization's communication channels and events to announce thematic weeks, edit-a-thons, or other events on Wikipedia. Wikimedia Serbia has decided to involve the community more in the organization of some projects so that it can influence the planning of activities and their adaptation. In the previous three years, the community's contribution was highlighted through awards, most importantly the Branislav Jovanović Award, but also the award for the best project of the year, Wikipedian of the year, and such. To reach new users and editors, new communication channels were used, such as Discord, but also global platforms such as Diff. Frequent feedback from the community is that it is necessary to use social networks more, so the activities on them have also been increased.

Although the goal has been achieved, resources will continue to be invested to make the community stronger and healthier. As indicated in the table, this will no longer be a strategic focus but will be incorporated through projects and other activities of the organization.

Expansion of the volunteers' network and the work on decentralization

The period to which the strategy refers is certainly challenging in terms of the involvement of volunteers. The pandemic has hindered the possibility of organizing live events, and therefore also introduced challenges regarding the motivation of members of the community. The consequences of these challenges were felt the most in 2022. To minimize them, in 2023, Wikimedia Serbia introduced quarterly check-in meetings with the projects' leaders, thus enabling better support to them, but also better transparency in terms of the project's progress. This kind of communication enabled better resolution of conflicts, clear goals, better mutual support, and better collaboration.

From 2021 to July 2023, Wikimedia Serbia supported 49 projects, which were led by volunteers individually or with their teams. These projects serve the purpose of encouraging the community to implement their ideas but also involve new volunteers with whom partnerships have not been established before. In most of the cases, the projects are outside Belgrade, which helps in decentralization, not only in terms of activities but also in

terms of the variety of content that is collected through them. During this period, the practice of micro-grants being aimed more at beginners, while annual grants are for more experienced members of the community, continued.

Multiplication of free content with a focus on its quality

When we talk about the quality of content, Wikimedia Serbia, through its programs' activities, delivered a significant number of Wikipedia editing workshops through which the importance of quality in relation to quantity was emphasized, i.e. the focus was placed on references, proper categorization, the relevance of the topics, articles with more content, material that has not been covered yet and use of material. Workshops and consultations were carried out through the Wikipedia in Schools project, through the work of Wiki ambassadors, and then through the work of Wikipedians in residence. Moreover, a special [Wiki Assistant](#) project was launched, where the Wikipedia editor offers advice, training, and guidance to new editors who wish to contribute to this project.

The campaign that significantly contributes to the quality is certainly 1lib1ref. For three years in a row, editors on Serbian Wikipedia were the best on the global level, as 96 participants made 39,881 changes.

Promotion of free knowledge and the Wikimedia movement and projects

Although Wikimedia Serbia does not have a person whose job position is concerned directly with the media, successful results have been achieved in terms of media coverage. With the re-introduction of the ED position in early 2023, more resources will be allocated to public relations.

When we talk about social media, from the beginning of 2021 to July 2023, 167 posts were posted on the organization's Facebook profile, and 121 on Instagram, of which 9 were paid. It became apparent that ads on Facebook are much more effective, compared to Instagram. On the other hand, visibility without paid advertising is better on Instagram.

In the past three years, Wikimedia Serbia, within its programs, has included over 4000 participants, that is, people who somehow heard about free knowledge, Wiki projects, the opportunity to contribute to them, as well as the global movement. Representatives of the organization participated both in Wikimedia and in other thematic conferences. These events are very significant because often they brought new contacts and acquaintances, which were later turned into successful partnerships.

SWOT and PEST Analyses

SWOT analysis is a useful technique for understanding the strengths and weaknesses of the organization, as well as for recognizing opportunities that are open to us and threats that could threaten our projects and activities. Therefore, internal things (strengths and weaknesses) that can be influenced and external things (opportunities and threats) that we have no influence on, but we can either use or bypass or reduce their effects, are considered.

SWOT analysis

WMRS	Strengths/Opportunities	Weaknesses/Threats
Internal	<p>Strengths:</p> <ul style="list-style-type: none"> ● Established organization with a good reputation ● Implementation of successful cooperation models and long-term sustainable partnerships ● Expertise in the field of free knowledge projects ● Stable structure of employees and expanded capacities (executive director position), which further reduced micromanagement of the Board ● Program growth ● Resourcefulness in crisis situations ● Experience in organizing international conferences and projects ● Experience in finding external financing ● Involvement in international projects, campaigns and movement work ● Increasing the diversity of the community 	<p>Weaknesses:</p> <ul style="list-style-type: none"> ● Inability to respond to all needs in the local and regional area in terms of resources and capacity ● Insufficient representation of Wikimedia sister projects (Wiktionary, Wikidata, Wikisource...) in the activities of the organization ● Limited technical resources ● Volunteer "burnout" ● Insufficient active volunteers ● Limited capacities for fundraising development and an insufficient number of donors
External	<p>Opportunities:</p> <ul style="list-style-type: none"> ● Introduction of new project models for cooperation and increasing impact ● Influence of government bodies in charge of culture on the cultural institutions ● Possibility of expanding financial capacities through the use of various funds (ministries, embassies, funds...) and fundraising platforms ● Possibility of adapting Wikimedia projects to different conditions (online work during a pandemic) ● Digitization as a strategic focus of the government ● Non-financial donations (space, equipment, internet, refreshments...) ● Cooperation with the non-profit sector in Serbia ● Using thematic events and conferences for the promotion of free knowledge and the work of the organization ● Using common resources of partners ● Wikimedia Serbia has become a member of Wikimedia Europe and can potentially take advantage of the advisory role that the organization provides. 	<p>Threats:</p> <ul style="list-style-type: none"> ● Financial dependence on the Wikimedia Foundation ● Inflation and the consequences of the financial crisis ● Development of artificial intelligence ● Trend of easier access to information through the ChatGPT app ● Different strategic focuses of organizations and institutions ● Misunderstanding of the concept of free knowledge by potential partners ● Insufficient development of Serbia, small state budgets for culture, bureaucracy ● Insufficient time of volunteers who have multiple roles ● Unforeseen world events and crises such as pandemic

Comments and conclusions based on the analysis:

- Within the scope of the SWOT analysis, more strengths and opportunities are seen, which is definitely a positive asset in the analysis and should be used in the future work of the organization.
- In the previous three years, Wikimedia Serbia has progressed in terms of internal strengths, resources and the position it has taken. The results are reflected through annual program activities, their expansion, changes in the structure of the organization, and then the use of other funds and participation in global projects and campaigns.
- Serbia continues to invest significantly in digitization and that strategic direction should be used and continued with the integration of Wikimedia projects into state institutions.
- Although we receive more financial support, we are still dependent on the Foundation as far as the functioning of the office and employees are concerned.
- Additional work needs to be done on the development of the organization's capacity so that as many projects as possible can be supported, both locally and decentralized, as well as at the regional level.

PEST analysis

PEST analysis deals with the study of the environment through the analysis of political, economic, socio-cultural and technological factors.

- **Political factors**
 - Changes in the political environment of Serbia are frequent, because they depend on the ruling political structure that changes during the elections.
 - The functioning of state institutions is very often conditioned by the governing structure and hindered by complicated administration and bureaucracy.
 - Serbia is a candidate country for EU membership, which allows us to connect more easily with branches located in EU member states, although it is necessary to take into account the unstable political situation due to the large amount of protests and inflation.
 - Serbia has a Law on Prohibition of Discrimination, which is very important for the new Diversity Program that the organization is implementing from the beginning of 2023.
- **Economic factors**
 - As a non-governmental organization, Wikimedia Serbia is exempt from VAT.
 - Inflation and the consequences of the economic crisis affected the budget, as well as the decline in the standard of living of employees. Belgrade is significantly different from other cities in terms of prices and cost of living.
 - Serbia has the smallest allocated budget for culture in the region.
 - New fundraising platforms have been launched in Serbia and the region, aimed at non-profit organizations and specific projects in the field of education and culture.

- Within the framework of various funds, tenders are announced for projects which, if they fit thematically, Wikimedia Serbia uses and applies to.
- There is still no developed culture of giving donations by individuals.
- Serbia is actively working on the digitization process, both of cultural heritage and business processes. Since last year, the System for creating and receiving electronic invoices has been introduced, which facilitates the sending of documentation. Each fiscal invoice now contains a QR code that can easily be used to check the validity of the invoice.
- At the beginning of 2020, the state began to provide incentives for newly employed persons who were not previously employed, which reduced contributions for two newly employed staff members. Although these incentives will be valid until the end of next year, Wikimedia Serbia is certainly monitoring potential new incentives.
- **Socio-cultural factors**
 - Although the awareness of volunteering has changed, there is still a greater tendency for people to volunteer where there is an opportunity for employment. This is conditioned by the poorer standard of living in Serbia and the need for existential stability (especially for students).
 - There is a noticeable difference in terms of socio-cultural factors between Belgrade as the capital and other cities in Serbia.
 - Serbia plays an important role in the region, which can favorably affect regional cooperation between Wikimedia Serbia and other communities in the Balkans.
 - Although centralization is still present in terms of the distribution of funds and events, which in most cases are held in Belgrade, there is a noticeable increase in activities in other, smaller cities. Smaller cities are in some cases more willing to cooperate, precisely because of the lack of other activities. On the other hand, there is a risk of weaker infrastructure and technical equipment.
- **Technological factors**
 - The most significant aspect in terms of technological factors is the development of artificial intelligence and how it will affect Wikimedia's projects.
 - Serbia can be a suitable country for innovation since it invests significantly in digitization and projects aimed at technological development.
 - In the education system, more attention is being paid to the digital literacy of teachers.
 - Although Serbian Wikipedia has introduced changes in the interface and certain tools, there is still some resistance to the changes among some parts of the community.
 - The partners of Wikimedia Serbia still have barriers with equipment, but this can be overcome by giving the organization's equipment or using the partner's equipment

Values

The organization's work, projects and activities that are implemented are based on a set of values that the organization strives for and applies:

- We promote **free knowledge**, free licenses and formats, in order to make knowledge accessible to everyone;
- We strongly support any form of **volunteering** in society and contributing to the community;
- We are a **transparent organization** that shares its work, results, successful models and lessons learned on a local and global level, at the same time with Wikimedia affiliates, as well as with partners outside the Wikimedia movement;
- We strive for **inclusion**, promote community **diversity** and **condemn any form of discrimination**;
- We encourage **decentralization** so that volunteers throughout Serbia can participate in our activities, launch initiatives and thus promote activism;
- We believe that by achieving **long-term and sustainable partnerships**, we can achieve a much greater impact on society.

Stakeholders

Stakeholders that can influence the effectiveness of the organization's activities and work are presented in the table. In order to better implement the strategy, we need to look at their expectations and needs and try to strengthen mutual relations.

Stakeholders	Needs and expectations
Board	<ul style="list-style-type: none"> * Education and resources available * Integrity * Transparency * Diversity * Good communication * Support
Members and volunteers	<ul style="list-style-type: none"> * Transparency and healthy communication * Support in the implementation of projects (in terms of financial and other resources) * Support and appreciation
Staff	<ul style="list-style-type: none"> * Stable structure * Good work-life balance * Setting and achieving clear and previously defined goals * Team spirit * Regular meetings to maintain good communication and avoid misunderstandings * Clear quarterly tasks
Editors on WM projects	<ul style="list-style-type: none"> * Support * Appreciation and rewards * Motivation

	<ul style="list-style-type: none"> * Coordination between the WMF and the editors * Integrating the community into the global movement * Mutual trust
Partners	<ul style="list-style-type: none"> * Professionalism * Sustainability and long-term collaborations * Use of shared resources * Efficiency * Mutual support
Wikimedia Foundation	<ul style="list-style-type: none"> * Good communication * Respecting deadlines, reports and plans * Compliance with movement's rules and strategy * Communicating needs
Wikimedia Movement	<ul style="list-style-type: none"> * Involvement in the work of the movement * Regional support * Understanding and respecting values * Resource sharing * Joint projects
Media	<ul style="list-style-type: none"> * Establishment of permanent partners * Clear and precise communication * Delivery of verified content * Professionalism
Users	<ul style="list-style-type: none"> * Work on increasing the quality of content * Work on increasing verifiable sources * Communication * Education

Strategic goals and implementation

In the process of developing the strategy, Wikimedia Serbia defined primary and secondary goals, and based on the evaluation of the current strategy, SWOT and PEST analysis. In the evaluation phase, the community was also involved, which could express in the questionnaire not only the extent to which the organization met its goals, but also what goals it should strive for in the future.

Primary goals are the basic, key, and most important goals that an organization strives for. They form the basis for decision-making, direct activities and help allocate resources to achieve desired results. Apart from them, secondary goals are listed below, which break down complex and extensive goals into steps that can be more easily coordinated.

1. primary goal: Development of free knowledge with a focus on its quality			
<p>Explanation: Wikimedia Serbia believes that free knowledge is a primary part of the organization's work, and as such, it will always be the main focus. As a priority within this goal, the quality of content is set, which affects the general quality of projects and the motivation of new editors to become part of the community. The organization will continue to develop resources that can significantly affect quality, such as educational materials, online and offline training, promotion of available tools, and campaigns aimed at increasing referenced content.</p>			
Objectives			
<p>Providing the highest quality training through the use of available tools and the development of training resources (presentations, brochures, video materials)</p>	<p>Increasing awareness of the importance and need for free knowledge</p>	<p>Strengthening human resources that will be focused on monitoring the quality of content, researching the causes of poor content, and developing new approaches in training</p>	<p>Strengthening technical resources that would make it easier for new editors to acquire technical skills</p>
Implementation plan			
<ul style="list-style-type: none"> * monitoring and introduction of new tools intended for easier mastering of technical skills * developing training resources in cooperation with partners (presentations, brochures, video materials) * alignment of training with the development of artificial intelligence, and in accordance with the adjustment of the Movement 	<ul style="list-style-type: none"> * using a top-down approach to create a better impact on society * participation in thematic local and global conferences, with the aim of spreading awareness about free knowledge * education of interested parties and the public 	<ul style="list-style-type: none"> * strengthening volunteer capacities (primarily Wiki ambassadors) in order to better coordinate the participants who contribute to Wikimedia projects * starting research projects with the aim of researching the causes of poor content quality and participating in research projects of the Wikimedia Movement * introducing innovative approaches to training courses 	<ul style="list-style-type: none"> * establishment of cooperation with technical faculties whose students can help strengthen technical solutions through internship * potential employment of a person would work to strengthen technical resources (certain number of hours per week)
<p>Education Program GLAM Program Diversity Program</p>	<p>Education Program GLAM Program Diversity Program</p>	<p>Education Program Diversity Program</p>	<p>Education Program Organizational planning</p>

2. primary goal: Achieving a leadership role in the region in terms of initiating cross-regional cooperation among Wikimedia affiliates and achieving greater impact		
<p>Explanation: Wikimedia Serbia is one of the first chapters created in the world. For years, it developed programs, and organizational structure, built resources, and reached the point where it can provide support to the communities in the region, both in the form of projects and in supporting them in starting their own affiliations. The organization is able to offer time and human resources that volunteers in the region, as well as the CEE hub, could use. In this way, it is possible to network with people who are gathered around a common goal and achieve better results. Benefits can also be joint projects aimed at obtaining financial resources.</p>		
Objectives		
<p>Providing advisory support to communities and affiliations in the region regarding the implementation of projects and the formation of affiliations</p>	<p>Taking part in and launching regional and international projects aimed at monitoring technological trends and implementing them</p>	<p>Striving towards the development of financial resources and greater independence of the organization</p>
Implementation plan		
<ul style="list-style-type: none"> * Participation in CEE Hub Steering Committee * Empowering communities in region through collaborations on projects and integration in global movement * Providing an advisory role in the region (grant-making, campaigns, building capacity...) * Creating resources for learning and using movement communication channels to share them 	<ul style="list-style-type: none"> * Taking part in global teams aimed at sharing good practices and resources (e.g. Let's connect) * Coordination of regional and international projects like 1lib1ref (WMRS is the campaign coordinator in the CEE region) * Following technological trends and aligning activities with them 	<ul style="list-style-type: none"> * General Support Grants from Wikimedia Foundation * Creating proposals in collaboration with WM affiliations for the use of other funds (e.g. Research Fund) * Maintenance of in-kind donations * Applying for financial grants in Serbia * Launching small-scale fundraising campaigns
<p>Regional collaboration</p> <p>Organizational planning</p>	<p>Education Program</p> <p>GLAM Program</p> <p>Diversity Program</p>	<p>Regional collaboration</p> <p>Cross-affiliate collaboration</p> <p>Organizational planning</p>

3. primary goal: Achieving sustainable and long-term cooperation with partners outside the Wikimedia movement		
<p>Explanation: Wikimedia Serbia has a built-up network of partners within all its programs, which includes state institutions, but also non-governmental organizations with similar goals. Through quality cooperation, multiplied results are achieved, the use of partner resources is enabled, communication and access to the desired target groups is facilitated, and awareness and visibility of the organization is increased. A diverse network of partners also enables the introduction of different perspectives in work and thus greater flexibility in project models.</p>		
Objectives		
<p>Nurturing existing partnerships, their motivation, and their desire to continue cooperation</p>	<p>Greater media presence and realization of media partnerships</p>	<p>Building the brand and reputation of an organization that is recognizable and a leading organization in the world of free knowledge</p>
Implementation plan		
<ul style="list-style-type: none"> * paying attention to the needs of partners to establish mutually benefits * providing additional education, time and human resources * clear and transparent communication when defining goals and delegating responsibilities * mutual support and expressing gratitude * keeping up with and implementation of technical tools that can increase efficiency * striving toward the independence of the partners 	<ul style="list-style-type: none"> * signing memorandums of cooperation * establishing a network of long term media partners * creating an advertising plan in traditional media * creating an advertising plan in digital media * following media coverage and creating a plan based on the observation of increased/decreased visibility 	<ul style="list-style-type: none"> * investing in the organization's values in order to build a brand * participation in local and international thematic conferences and expert meetings * writing scientific papers * Investing in new partnerships
<p>Education Program GLAM Program Diversity Program</p>	<p>Organizational planning</p> <p>Media</p>	<p>Organizational planning</p> <p>Education, GLAM and Diversity Program</p>

4. primary goal: Increasing the inclusion and diversity of the community and content on Wikimedia projects

Explanation: In addition to the focus on collecting free knowledge, it is very important that affiliations and communities provide equal access to existing free knowledge. This implies the inclusion of members of socially sensitive, marginalized and underrepresented groups in the work on projects, increasing content on these topics in order to increase awareness of the various types of discrimination they face, as well as developing tools that will facilitate access and the possibility of contributing to projects. For a number of years, Wikimedia Serbia has been developing activities aimed at increasing the diversity of the community and thus a healthier working environment in which a support system and mutual cooperation are encouraged.

Objectives

Investing in community health	Increasing awareness not only about the availability of knowledge but about equal access to everyone, especially marginalized and underrepresented groups	Developing tools that will enable members of sensitive, discriminated and underrepresented groups to have equal access to existing free knowledge	Increasing content about members of the mentioned groups Increasing the number of editors from the aforementioned groups
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Implementation plan

<ul style="list-style-type: none"> * Organizing soft skills trainings * Educating community about Universal Code of Conduct * Implementation of the Friendly space policies * Implementation of the Data Protection Act 	<ul style="list-style-type: none"> *Organizing discussions and roundtables about those topics within WMRS events * Establishing and maintaining partnerships with organizations that are focused on those topics * Research papers 	<ul style="list-style-type: none"> * Researching needs of the groups in terms of equal access to WM projects * Establishing partnerships with more develop affiliations aimed at development of tools * Fundraising for the development of tools 	<ul style="list-style-type: none"> * Organizing thematic weeks, edit-a-thons and competitions, as well as WM projects editing workshops * Establishing partnerships with institutions and NGOs that gather the target groups * Offering constant support
<p>Diversity program Organizational planning</p>	<p>Diversity program</p>	<p>Diversity program</p>	<p>Diversity program</p>

5. primary goal: Decentralization of activities and investment in sustainable projects and communities throughout Serbia		
<p>Explanation: Decentralization of activities is very important for an organization. It provides equal opportunities for volunteers from various cities in Serbia, and encourages their independence, with parallel support in terms of developing personal skills, and project management skills, as well as support in the form of project management training.</p>		
Objectives		
Strengthening volunteer resources	Encouraging independent and sustainable volunteer teams	Organic growth of the organization and expansion of resources
Implementation plan		
<ul style="list-style-type: none"> * microgrants and annual grants allocation to volunteer projects in various parts of Serbia * recruitment of volunteers from different cities * education of employees and volunteers of partner organizations and institutions in order to use shared human resources * organizing internships in VMRS through the educational program * organization of events intended for the recruitment of volunteers (camps, conferences, gatherings...) 	<ul style="list-style-type: none"> * microgrants and annual grants allocation to volunteer projects in various parts of Serbia * VMRS as a support system, not as an initiator and implementer of activities * holding quarterly meetings with project leaders to provide support, advice and networking of volunteers * encouraging the initiation of new ideas and initiatives in various parts of Serbia 	<ul style="list-style-type: none"> * working on greater visibility of the organization and projects * organic growth of the organization through investment in independent teams and training of trainers * using resources of partner organizations and institutions
Educational program GLAM program Diversity Program	Educational program GLAM program Diversity Program	Organizational planning Community Support

GOALS				
Development of free knowledge with a focus on its quality	Achieving a leadership role in the region in terms of initiating cross-regional cooperation among Wikimedia affiliates and achieving greater impact	Achieving sustainable and long-term cooperation with partners outside the Wikimedia movement	Increasing the inclusion and diversity of the community and content on Wikimedia projects	Decentralization of activities and investment in sustainable projects and communities throughout Serbia
TARGETS				
content on Wikimedia projects compared to the previous three years increased by 20%	leadership role in the CEE Hub (Steering Board) activation of at least one community in the region	retention of partners in projects and continuation of established cooperation investment in existing collaborations increased partner network by 10% expansion of forms of partnerships (media, in-kind...)	increased number of editors from sensitive groups by 5 to 10 % increased unrepresented content by 15 %	independent volunteer projects with teams that further carry out education geographically distributed projects in Serbia flexible grant allocation system

Learning framework and evaluation

The framework is based on a constant focus on learning and especially on cultivating the conditions for collaborative learning, with the possibility of support and professional development. Project monitoring, evaluation and reporting are important steps in this process. Through them, the results and goals achieved, and then the overall impact made in the local, regional and global community are reviewed. Monitoring of activities and results during the duration and after the end of the period for which the strategy is valid implies that the projects and their progress are monitored, that support is provided in the implementation of the activities if it is needed, and that the results are collected and recorded.

Successful stories, lessons learned and reporting

Wikimedia Serbia creates internal and public reports on a three-month, six-month and annual level. These documents present the realized activities and compare the planned and achieved goals. Quarterly reports are internal and they help evaluate current work and direct resources where needed to improve progress. Six-monthly and annual reports are public, published on meta, and shared with the local and global community for feedback.

Reports			
<i>Period (for each year)</i>	<i>Content</i>	<i>Visibility</i>	<i>Review</i>
January - March	<ul style="list-style-type: none"> * realized activities * achieved targets * challenges 	Internal	Board, staff members
January - June	<ul style="list-style-type: none"> * realized activities * comparing planned and achieved targets * success stories and lessons learned * further steps * volunteer statements 	Public (meta, mailing lists, Discord, newsletter)	Board, staff members, local and global community
July - September	<ul style="list-style-type: none"> * realized activities * achieved targets * challenges 	Internal	Board, staff members
January - December	<ul style="list-style-type: none"> * realized activities * comparing planned and achieved targets * success stories and lessons learned * further steps * volunteer statements 	Public (meta, mailing lists, Discord, newsletter)	Board, staff members, local and global community

In addition to official reports, Wikimedia Serbia shares the results of projects, campaigns, success stories and news from the movement in some of the following ways:

Type	Content	For:
Local newsletters (mailing lists, website)	monthly overview of activities by programs (implemented and planned), media, news from the movement	* community (editors) * WMRS' members * partners
CEE Hub newsletters (meta)	the most important news, a monthly overview of activities by programs in order to share success stories and connect with the region	CEE Community
Edu and GLAM newsletters (outreach)	the most important news within programs	* global community * partners
Communication channels (website, mailing lists, social networks, Discord, Village Pump)	project announcements, reports, plans, gatherings, feedback collection, call for grants	* community (editors) * WMRS' members * volunteers * partners * Board
Diff blog	success stories and sharing interesting facts from the local community	* global community
Local conferences and thematic events	presentation of project results, invitation to participate, establishment of contacts for future partnerships, recruitment of volunteers	* partners * future volunteers * donors
Partners' channels	forwarding news and invitations for participation	* partners * potential project participants * future volunteers

Evaluation

Evaluation of the strategy is a very important step in the creation of the next strategy, because it can show successful models of cooperation, as well as mistakes that can be learned from. It is also a good way for the community to express their opinion about the general work of the organization and how Wikimedia Serbia can provide assistance. Based on the aforementioned documents, as well as on the basis of the community survey that will be conducted in 2024, an evaluation process will be conducted. The document will then be published and made available to the community for feedback.

The evaluation will be part of the process of developing the next strategy and will include the following steps:

- Internal evaluation of the implementation of the strategy and strategic plan
 - Comparison of planned and achieved goals based on quarterly, six-month and annual reports
 - Comparing the elements of SWOT and PEST analysis and the changes that have occurred
 - Looking at the challenges and how they were solved
- Evaluation of the strategy by the community that will enable community involvement in the process, as well as the possibility of sharing decision-making power
 - Assessing the extent to which the strategy has been implemented
 - Presentation of the challenges
 - Presentation of necessary changes in the future
 - Other suggestions and comments
- Creation of an unique document in which the evaluation will be presented
 - Presented results of internal and community evaluation
 - Consolidated success stories and lessons learned
 - Expected and achieved results based on strategic directions are presented

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Adopted by:
WMRS Board
13/11/2023