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Strategy of Wikimedia Serbia 2021 - 2023

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About Wikimedia Serbia

Wikimedia Serbia (WMRS) is a non-governmental and non-profit organization, which has a goal to increase the amount of free knowledge. The purpose of the organization is to find the answer to the question about how knowledge can become entirely free and available to all human beings. As such, Wikimedia Serbia is an official national chapter in the Wikimedia Movement, and it was the fifth chapter to be founded in December 2005.

As of September 30th, Wikimedia Serbia has 239 members, 6 Board members and 4 employees who work at the office in Belgrade. This Strategy is being adopted for the period from January 1st, 2021 to December 31st, 2023 and it has medium-term goals. For the purposes of drafting the Strategy, a working group was formed with its main task being the implementation of the process of creating the Strategy, ensuring its transparency and ensuring greater community participation in the process. To ensure the implementation of the Strategy through projects, projects will be evaluated at the beginning of each calendar year.

Vision

The value systems and ways of looking at the world lead to the realization of *purpose,* i.e. a social meaning of existence; *vision,* i.e. an image of a desired future state; and *mission,* i.e. the task which the Organization needs to fulfill on that path.

The vision of Wikimedia Serbia is synchronized with the vision of the Wikimedia Movement, which the organization belongs to:

Imagine a world in which every single human being can freely share in the sum of all knowledge. That's our commitment.

Mission

The mission of Wikimedia Serbia is to motivate and engage people to work on collecting and developing educational content under a free license or in public domain, and to work on expanding and promoting Free Knowledge.

The purpose of the Organization is to handle the following activities:

- to lead a system for creating, collecting, and multiplying free content in digital and any other form, and also to dispose of the funds intended for the realization of that purpose, therewith being focused on the several international Wikimedia projects
- to gather, publish, and multiply information about free content, and maintain public relationships regarding it
- to participate in finding the solutions for the scientific, social, cultural, and legislative issues that are possible and are related to free content on a national and international levels

- to gather and process scientific and professional literature in the fields of information technology, information society, free content, lexicography, encyclopedias, journalism, as well as other fields which are included in Wikimedia's international projects
- to organize, independently or in cooperation with other organizations, professional gatherings, consultations, seminars, and other forms of education about free knowledge
- to publish free books/brochures about free knowledge
- to cooperate with the universities, professional associations, and other organizations from the country and abroad which are connected to Free Knowledge.

Wikimedia Foundation and Wikimedia Movement

The Wikimedia Foundation is a non-governmental and nonprofit organization which has a legal responsibility for the Wikimedia projects such as Wikipedia, Wikimedia Commons, Wiktionary, WikiSource, WikiSpecies, WikiNews, WikiBooks, WikiQuote. The Foundation, based in San Francisco, owns the brand and the logo, as well as the domains and the servers of the aforementioned projects.

Relationships between the Wikimedia Foundation and Wikimedia Serbia are as follows:

- legal relationship - Wikimedia Foundation and Wikimedia Serbia have a signed contract about constituting the relationship between these two organizations
- financial relationship - Wikimedia Serbia is mostly financed from the funds from the Wikimedia Foundation
- operative relationship - an exchange of knowledge and experience between these two organizations, as well as cooperation within the projects.

The Wikimedia Movement is a volunteer-based movement that consists of many chapters, thematic organizations, user groups, and other entities. Wikimedia Serbia is a chapter which participates in international projects and conferences by sharing knowledge and experience from the local community.

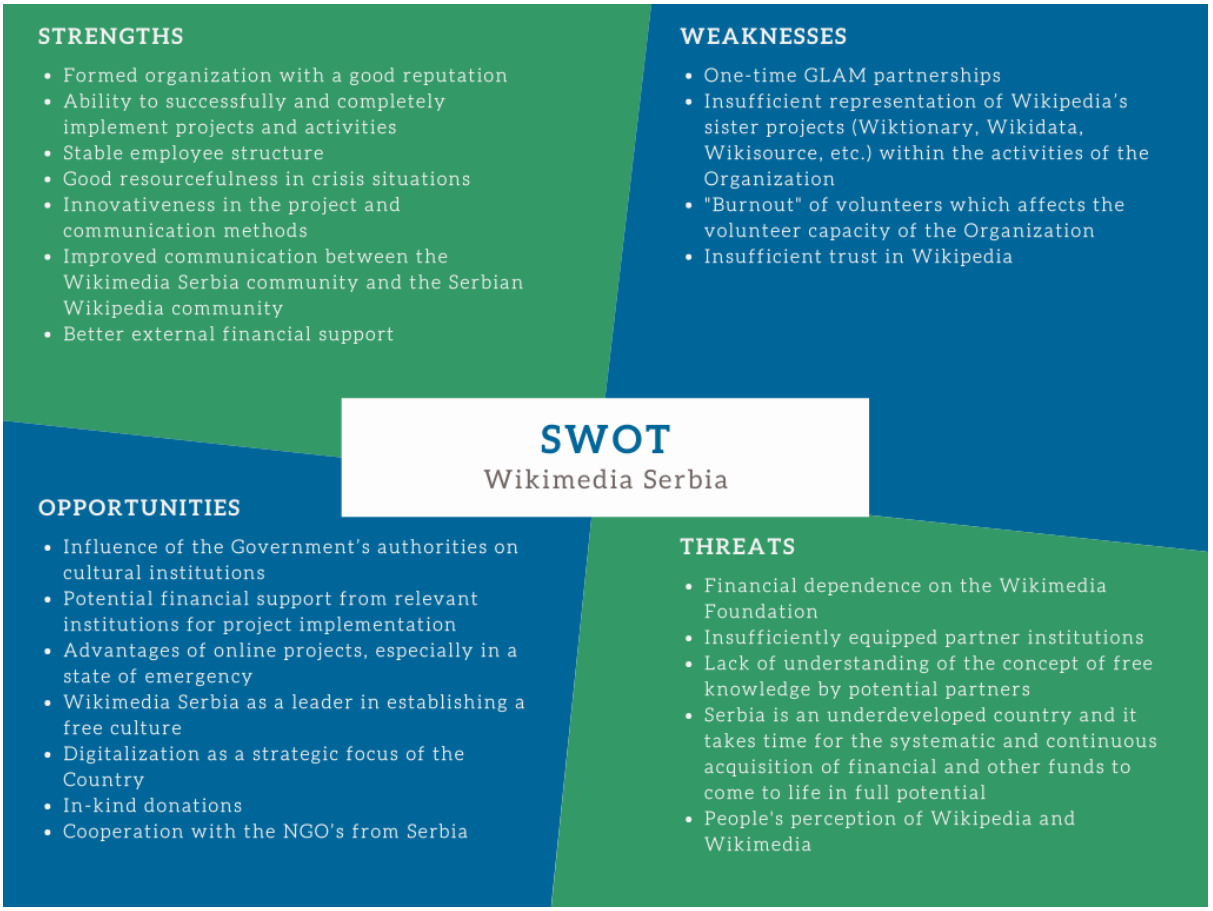
Evaluation of the Wikimedia Serbia 2018 - 2020 strategy

Wikimedia Serbia is currently implementing a Strategy defined for the period January 2018 - December 2020. The strategic focus is on the following three areas: **Wikipedia in Education**, **Free Content** and **Increasing Volunteer Capacity**. This document presents an evaluation of the current Wikimedia Serbia Strategy by a working group, as well as by participants in a survey conducted to involve the Community in the strategy development process. A detailed evaluation is available in this document.

What is good and what should be continued?	What is bad, what should be cut out and what can we do better?
Approach	**Approach**
Online training, innovation, brand strengthening and visibility, top-down approach	Avoid one-time approach to GLAM institutions, but establish a cooperation strategy and steps within it; continue communication after the conclusion of the project/cooperation; increase the decentralization of activities in terms of strengthening the community, not just individuals in different cities of Serbia; consider new approaches in trainings and workshops; omit parts from the old strategy that have proven to be unnecessary or unfeasible - community communication with GLAM institutions
Volunteers	**Volunteers**
Work on retaining project leaders, participants and new editors on Wikipedia, increasing volunteer capacity, awarding grants for project implementation, good cooperation and communication with the Serbian Wikipedia community	Design a more proactive way to attract new and motivate existing volunteers (expanding the network of volunteers); increase the number of Wiki ambassadors; increase the retention of editors on Wikimedia projects
Partners	**Partners**
Expanding the network of partners (especially through the Education and GLAM program)	Reduce the focus on secondary schools within the Education Program; redefine the objectives for the accredited seminar and reduce activities to increase demand; increase the independence of the partners in order to increase the sustainability and further implementation of projects; establish more cooperation with institutions dealing with non-formal education; familiarity of partners with CC licenses
Sustainability	**Indicators**
Sustainability of projects and networks of volunteers - creating a network of participants that successfully will over time become more independent	Consider better defining performance indicators, including qualitative ones
Content	**Promotion**
Giving priority to content quality over quantity and working to increase quality, spread free content	Better promotion of collected free content, work on other Wiki projects

SWOT analysis

SWOT analysis is a useful technique for understanding the strengths and weaknesses of our Organization, as well as for identifying opportunities that are open to us and threats that could jeopardize our projects and activities. Looking at internal things (strengths and weaknesses) that can be influenced, and external ones (opportunities and threats) that our Organization has no influence on, but can either use or bypass or reduce their effects.



PEST analysis

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

Below you can see all these factors and how they can affect the work of the organization. Statistics and sources that confirm the above are also listed.

*The official average salary in Serbia is ~ 500 euros, so it is harder for the population to decide on donations.
**http://www.seecult.org/vest/procentualno-jos-manje-za-kulturu-u-2020 - In some situations, this prevents institutions from cooperating, as they receive income from renting the materials they have or from tickets that they think would be reduced if the material were available online.
***http://ravnopravnost.gov.rs/wp-content/uploads/2020/05/Poverenik-skraceni-redovni-godisnji-izvestaj-2019-za-sajt.pdf - Most complaints were filed due to discrimination on the basis of disability, then on the basis of gender, health status, while the same number of complaints were filed on the basis of age and membership in political party, trade union and other organizations. For example, out of a total of 22,339 students in the 2018/19 school year. in the field of information technology, only 6383 are women (https://publikacije.stat.gov.rs/G2019/Pdf/G20196011.pdf).
****This is especially present in the public sector, where our partners (educational and cultural institutions) are located. In that sense, there is always a risk that digital literacy is low, that employees are afraid of introducing some new form of cooperation.

Goals

The research in which the community was involved reached the following goals:

Unified goals	Explanation
Quality networking with different types of institutions and organizations in order to create free content and use shared resources	- Cooperation with cultural institutions, - Cooperation with educational institutions, - Cooperation with organizations from the region and related language versions of Wikipedia, - Networking with partners and an attempt to gain greater independence from the Wikimedia Foundation, - Establish sustainable GLAM collaborations that do not depend on one person (Train the trainer program within GLAM for example) and that will lay the groundwork for more internships, - Focus on the quality of cooperation rather than quantity (smaller number of educational institutions with which sustainable cooperation would be established) - Greater connection with the NGO sector in Serbia - Strive for recognition in terms of partnerships (starting from the media, through the visual identity, to the feeling of a reliable partner)
Reducing the gap between Wikipedians and Wikimedians and striving for better communication and mutual support	- Better cooperation between editors on Wikipedia and Wikimedia Serbia, - Reduce the gap between Wikipedians and Wikimedians - Achieve stronger cooperation with the organizers of actions on Wikipedia in order to attract a larger number of users - Motivating more experienced editors to become mentors to novices
Expanding the network of volunteers, which would also include decentralization	- Expand the network of volunteers, - Support for volunteers, - Decentralization of activities and gatherings - Decentralization, but in terms of holding events in other cities - Strengthening volunteer capacities - Strive to keep editors who are already editing and those who are new - Increase inclusiveness (provide free and accessible education to editors from marginalized groups)
Multiplication of free content with a focus on its quality	- Multiplication of free content, - Collection of free content, - Increasing the quality of content and working on greater availability of content - Including other projects in the educational program (Wikibooks, Wikiquotes, Wiktionary…) - Quality of content (devise ways to increase quality) - Creating content through diversity projects
Promotion of free knowledge and Wikimedia movement and projects	- Present in education and cultural organizations as a support to society and with the aim of a higher level of education, - Creation and promotion of free knowledge, - Promotion of Wikipedia and Wikimedia, - Verification of Serbian Wikipedia as a reliable source of information - Wikimedia is the main name of the brand

Aligning strategy with the Wikimedia Foundation strategy

Recommendations for implementing the Wikimedia Movement strategy 2018 have been officially published. The recommendations are the result of almost two years of intensive engagement of nine working groups and are a part of the international process of developing Wikimedia's "Wikimedia 2030" strategy. The recommendations specify the advice in the implementation of strategic measures, which will be applied or are actively applied by Wikimedia Serbia.

Wikimedia Serbia is already implementing these recommendations through projects and activities. Improvements could be made in the introduction of innovations in free knowledge (explore and expand the range of projects and content formats). The organization is already working on introducing innovations in order to make knowledge and skills more accessible, with special emphasis on this in the future.

Strategic directions

Based on the evaluation of the Wikimedia Serbia Strategy 2018-2020, SWOT and PEST analysis, the focuses which will be the main directions of Wikimedia Serbia in the period 2021-2023 have been defined and they are:

- **Collection of free content** that aims to gather free material of different formats through various activities and projects of the organization. Within this direction, the organization will have several strategic lines, among which are the strengthening of Wikimedia projects in the educational system, in the academic community and in cultural institutions, emphasizing that the tools and content will be even more accessible and approachable. There is also diversity in terms of editors and content, which will permeate through a number of activities.
- **Cooperation and networking with other organizations and institutions** that we believe is necessary in order to develop the organization and use common goals and resources in order to reach as many people as possible and achieve good results.
- **Community support** represents a wide range of activities that are realized in order to provide support to community members. This focus is intended to enable the expansion of our network of volunteers, to reduce the gap between Wikipedians and Wikimedians, as well as to strengthen the community in order to create common goals.

Adopting strategy

This document is adopted by Wikimedia Serbia Board at a meeting held on 23 September 2020.