

WMRS' Strategy 2024 - 2026

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Wikimedia Serbia

Wikimedia Serbia (WMRS) is a non-governmental, non-partisan and non-profit association, whose goals are to promote and support the creation, collection, and reproduction of free content in the Serbian language exclusively in a non-profit way, as well as the idea that all people have equal access to knowledge and education. 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 August 2023, Wikimedia Serbia has 239 members, 7 Board members and 5 employees. This Strategy is being adopted for the period from January 1st, 2023 to December 31st, 2026 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 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 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 the public domain, to work on expanding and promoting Free Knowledge, as well as to create a more tolerant society in which everyone has equal access to that knowledge.

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.

Wikimedia Foundation and Wikimedia Movement

The Wikimedia Foundation is a non-governmental and nonprofit organization that 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 that participates in international projects and conferences by sharing knowledge and experience from the local community.

Strategic goals

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**
 - a. 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.

- b. Objectives:
 - i. Providing the highest quality training through the use of available tools and the development of training resources (presentations, brochures, video materials)
 - ii. Increasing awareness of the importance and need for free knowledge
 - iii. 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
 - iv. Strengthening technical resources that would make it easier for new editors to acquire technical skills
- 2. primary goal: Achieving a leadership role in the region in terms of initiating cross-regional cooperation among Wikimedia affiliates and achieving greater impact**
 - a. 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.
 - b. Objectives:
 - i. Providing advisory support to communities and affiliations in the region regarding the implementation of projects and the formation of affiliations
 - ii. Taking part in and launching regional and international projects aimed at monitoring technological trends and implementing them
 - iii. Striving towards the development of financial resources and greater independence of the organization
- 3. primary goal: Achieving sustainable and long-term cooperation with partners outside the Wikimedia movement**
 - a. 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.
 - b. Objectives:
 - i. Nurturing existing partnerships, their motivation, and their desire to continue cooperation
 - ii. Greater media presence and realization of media partnerships
 - iii. Building the brand and reputation of an organization that is recognizable and a leading organization in the world of free knowledge

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

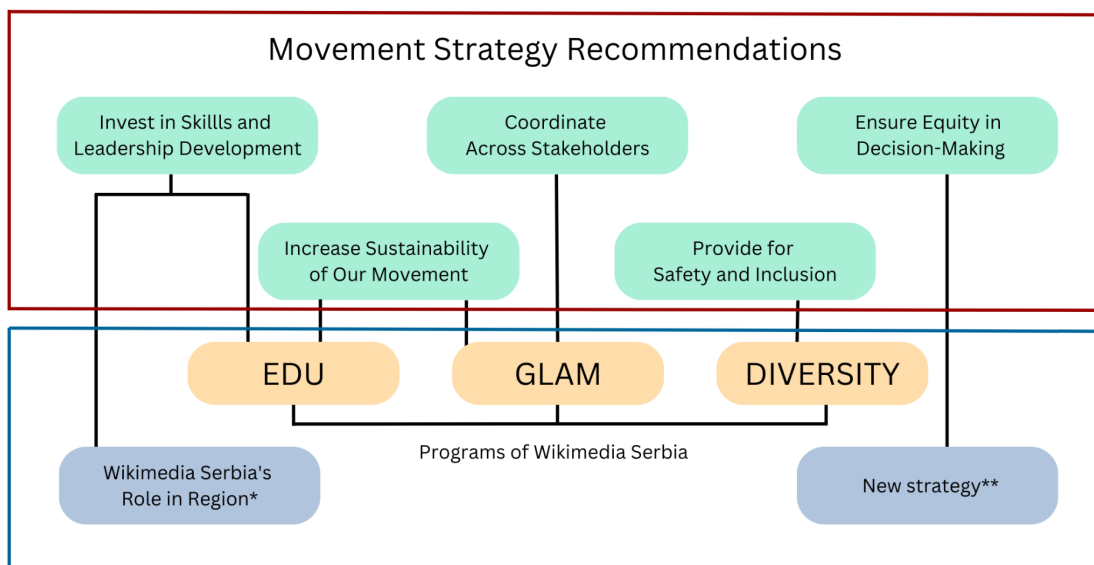
- a. Explanation: In addition to the focus on collecting free knowledge, it is very important that affiliations and communities provide equal access to existing free knowledge. This implies the inclusion of members of socially sensitive, marginalized and underrepresented groups in the work on projects, 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.
- b. Objectives:
 - i. Investing in community health
 - ii. Increasing awareness not only about the availability of knowledge but about equal access to everyone, especially marginalized and underrepresented groups
 - iii. Developing tools that will enable members of sensitive, discriminated and underrepresented groups to have equal access to existing free knowledge
 - iv. Increasing content about members of the mentioned groups
 - v. Increasing the number of editors from the aforementioned groups

5. primary goal: Decentralization of activities and investment in sustainable projects and communities throughout Serbia

- a. 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.
- b. Objectives:
 - i. Strengthening volunteer resources
 - ii. Encouraging independent and sustainable volunteer teams
 - iii. Organic growth of the organization and expansion of resources

Alignment with Strategic recommendations

[The strategic recommendations](#) of the Movement will be implemented in several ways through the work of Wikimedia Serbia. The following picture graphically shows which specific recommendations are carried out through various programs, but also through other areas of the organization's work.



*Leadership role and cross-regional collaboration

**WMRS Strategy inlined with Movement Strategy

The following table explains in more detail how the recommendations are implemented through the programs of Wikimedia Serbia:

	Strategic recommendation	Explanation
Education Program	<p>1. Increase the Sustainability of Our Movement</p> <p>6. Invest in Skills and Leadership Development</p>	<p>1. The Education Program within the first strategic recommendation provides support to new editors who want to enrich Wikimedia's projects with content. Through these activities, various types of volunteers are continuously engaged, both those who contribute online (pupils, students) and those who contribute offline (teachers, assistants, Wiki ambassadors). This is necessary in order to have a sustainable community and long-term cooperation regarding the integration of Wikipedia into the educational system.</p> <p>6. Wikimedia Serbia was the first organization to launch the Education Program in the Movement and for years it has been improving it, making changes and working on better inclusion of new editors in the movement. The knowledge and successful models of collaboration are very applicable to other affiliates, which is why the organization takes a leading role in various fields of educational activities - mentoring, organizing EduWiki conferences, EduWiki Outreach Collaborators...</p>
GLAM Program	<p>5. Coordinate Across Stakeholders</p>	<p>5. GLAM program is based on a two-way cooperation with cultural institutions, as well as with institutions of public importance. Important aspects of these collaborations are sustainability and long-term cooperation, as they strive to have a greater impact on both target groups and the general public. The</p>

	<p>6. Invest in Skills and Leadership Development</p>	<p>recommendation is implemented through defining clear roles, providing support to partners, sharing knowledge and resources, both human and technical, with the aim of better realization of planned project activities. The GLAM program of Wikimedia Serbia has the support of the Ministry of Culture and Information, so Wikimedia Serbia has a clear role of coordinating communication with institutions that are under the auspices of the Ministry.</p> <p>6. Since Wikimedia Serbia believes that cultural institutions are partners who share a common vision, through the GLAM program, it is actively working on the education of employees in institutions, both in terms of free licenses (CC license) and technical knowledge (work on Wikipedia, Wikimedia Commons, Wikidata, using tools). As part of their activities, Wikipedian in residence also organize workshops so that employees can be independent after the project and continue working on Wikimedia projects. In addition to skills development, within the GLAM program, Wikimedia Serbia has taken a leading role in the 1Lib1Ref campaign, where it coordinates these activities in the CEE region. The plan is to continue these activities, but also to increase the quality of the campaign through improving cooperation.</p>
<p>Diversity Program</p>	<p>1. Increase the Sustainability of Our Movement</p> <p>3. Provide for Safety and Inclusion</p>	<p>1. Diversity Program is very important to the first strategic recommendation. In addition to increasing diversity and greater inclusion through activities, it is very important to support volunteers who may not necessarily be part of the online community, but can otherwise contribute to the quality of the organization's work. Also, in order to enable interested people to contribute to the increase and spread of free knowledge, Wikimedia Serbia gives micro-grants and annual grants that influence the reduction of the financial gap, which in Serbia can represent a major barrier in the implementation of projects. The program includes various ways to engage volunteers and increase their motivation.</p> <p>3. Through the Diversity Program, we're not only working on increasing the content of marginalized and sensitive groups, but we're focusing on educating the members of those groups so that they can be actively involved in the work on Wikimedia projects. This implies involvement of relevant partner organizations in order to achieve better results, as well as to reach good visibility of activities. In 2023, Wikimedia Serbia will express interest in organizing courses related to implementation of the Universal Code of Conduct, which would first affect the implementation of defined guidelines in the local community, and then in the community in the region. This model will also be used for easier connection with communities in the region and their greater motivation.</p>

Monitoring, evaluation and reporting

Monitoring, evaluation and reporting are important steps in the organization's work. Through them, the results, goals and overall impact achieved 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, so that support is provided in the implementation of the activities if it is needed, and that the results are collected and recorded.

Wikimedia Serbia creates internal and public reports on a three-month, six-month and annual level, in which it collects metrics and activities that have been carried out. Based on these documents, as well as on the basis of the survey for the community that will be conducted in 2024, a review and analysis of the data will be performed. This involves giving an assessment to what extent the strategy has been implemented, presenting the challenges and what should be changed and improved in the future. The review will be published and made available to the community for feedback.

Evaluation is a very important step in creating the next strategy because it can reveal successful models of cooperation, but also mistakes to learn from. It is also a good way for the community to express an opinion on the general work of the Organization and how Wikimedia Serbia can provide assistance.