

Wikimedia Serbia

Dečanska 4/3

11000 Belgrade

011/3348-468

kancelarija@vikimedija.org

rs.wikimedia.org



Strategy of Wikimedia Serbia January 1st 2018 - December 31st 2020



Content

| | |
|---|-----------|
| About Wikimedia Serbia | 3 |
| History of Wikimedia Serbia | 3 |
| Vision | 4 |
| Mission | 4 |
| Wikimedia Foundation and Wikimedia Movement | 5 |
| SWOT analysis | 5 |
| Confrontation matrix | 6 |
| Interested parties / Stakeholders | 8 |
| Strategic focus | 9 |
| Wikipedia in education | 9 |
| Objectives | 10 |
| Potential | 11 |
| Key figures | 11 |
| Focus realization via the Education program | 11 |
| Free content | 11 |
| Objectives | 12 |
| Potential | 12 |
| Performance indicators | 12 |
| Focus realization via GLAM program | 12 |
| Increasing volunteer capacity | 13 |
| Goals | 13 |
| Potential | 14 |
| Performance indicators | 14 |
| Focus realization via Community Support program | 14 |
| Adopting strategy | 14 |

Wikimedia Serbia

Dečanska 4/3

11000 Belgrade

011/3348-468

kancelarija@vikimedija.org

rs.wikimedia.org



About Wikimedia Serbia

Wikimedia Serbia is a non government, nonprofit, and nonpartisan organization, which has a goal to increase 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 that was founded in December 2005. At the time of writing this document, Wikimedia Serbia has around 130 members, 8 Board members and 4 employees who work at Belgrade office.

This Strategy is being adopted for the period from January 1st, 2018 to December 31st, 2020, and has medium-term goals. Every following Strategy of Wikimedia Serbia will reevaluate the goals and strategic priorities of the organization in the period of three years. By establishing a work group dedicated to the development of the new strategy, the overview and improvement of the current one will be ensured. The work group will review the current work and set new strategic priorities of the organization. In order to ensure the implementation of the strategy through projects, the evaluation of projects will be carried out on the beginning of every calendar year.

History of Wikimedia Serbia

Wikimedia Serbia was founded on December 3rd, 2005 as Wikimedia Serbia and Montenegro, and back then it was the fifth regional chapter to be formed in the world. After the dissociation of Serbia and Montenegro, the chapter changed its name to Wikimedia Serbia. The chapter headquarters is in Belgrade.

The first activities of the organization were focused on strengthening the community gathered around Wikipedia, and later the idea to implement Wikipedia in the school curriculum appeared. Education program became one of the most developed programs of the organization. In addition to that, the first financed projects were *Free Knowledge for Free people* and a photo-contest called *Wiki Loves Monuments*.

Wikimedia Serbia is the organization that formally launched Creative Commons licenses in Serbia in 2007 and was a key factor for their implementation. Creative Commons licenses are then aligned with the national language and law, internationally recognized and included in the international licensing system.



Wikimedia Serbia

Dečanska 4/3
11000 Belgrade
011/3348-468
kancelarija@vikimedija.org
rs.wikimedia.org



In 2012, the organization received the first annual grant from the Wikimedia Foundation and opened an office in Belgrade. From 2012 to 2017, the number and structure of the employees changed in accordance with the rise in number of activities and projects. Current positions are: Project and Community Manager, Education Program Manager, Communications Manager, and Office Manager.

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 in sync 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 and maintain public relationships regarding free content
- 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 informational technology, informational 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



Wikimedia Serbia

Dečanska 4/3
11000 Belgrade
011/3348-468
kancelarija@vikimedija.org
rs.wikimedia.org



- to cooperate with the universities, professional associations, and other organizations from the country and abroad which deal with 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 attended by 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.

SWOT analysis

Within a [SWOT analysis](#), the internal strengths and weaknesses of the organization which Wikimedia Serbia can influence are presented - increase the **strengths**, decrease the **weaknesses**, as well as the external **opportunities** and **threats** which the organization can use (opportunities) or circumvent (threats).

| Wikimedia Serbia | Strengths/opportunities | Weaknesses/threats |
|------------------|---|--|
| Internal | <p>Strengths:</p> <ul style="list-style-type: none">• a well-built organization with a solid reputation• a clear and firm structure of the employees and the members of the Board• the ability to have the projects | <p>Weaknesses:</p> <ul style="list-style-type: none">• volunteer motivation is changeable, which makes the volunteer capacity of Wikimedia Serbia changeable as well• lack of focus regarding the program• insufficient connection between the |



| | | |
|-----------------|--|--|
| | <p>and activities realized all the way through</p> <ul style="list-style-type: none"> • well-built partnerships • good relationships with the Foundation | <p>Wikimedia Serbia community and the Wikipedia in Serbian language community</p> <ul style="list-style-type: none"> • insufficient presence of sister Wikimedia projects (Wiktionary, Wikidata, Wikisource...) in the activities of the organization |
| External | <p>Opportunities:</p> <ul style="list-style-type: none"> • building upon existing projects to further cooperation • good will and positive perception of the individuals regarding the opportunities for content release • existence of potential financial support from relevant institutions for project realization (ministries, embassies, funds...) • absence of other organizations in Serbia that engage in gathering and expanding free content (absence of competition) | <p>Threats:</p> <ul style="list-style-type: none"> • existence of closed institutions unwilling to cooperate • lack of understanding of the concept of free knowledge by potential partners • complete financial dependence on the Wikimedia Foundation • lack of technical equipment of the partnering institutions |

Confrontation matrix

The [confrontation matrix](#) places strengths and weaknesses alongside opportunities and threats to identify the main issues and directions for Wikimedia Serbia in the years to come. The figures in the columns state the relevance of the strength/weakness and opportunity/threat combinations, with 1 being least relevant and 5 most relevant. The combinations with a 5 will then be elaborated.

| Confrontation matrix WMRS | | Opportunities | | | | Threats | | | |
|---------------------------|--|--|--|---|---|---|--|---|--|
| | | building upon existing projects to further cooperation | good will and positive perception of the individuals regarding the opportunities for content release | existence of potential financial support from relevant institutions for project realization (ministries, embassies, funds...) | absence of other organizations in Serbia that engage in gathering and expanding free content (absence of competition) | existence of closed institutions unwilling to cooperate | lack of understanding of the concept of free knowledge by potential partners | complete financial dependence on the Wikimedia Foundation | lack of technical equipment of the partnering institutions |
| Strengths | a well-built organization with a solid reputation | 5 | 2 | 5 | 3 | 1 | | | |
| | a clear and firm structure of the employees and the members of the Board | | | 4 | | 2 | | | |
| | the ability to have the projects and activities realized all the way through | 4 | 5 | 4 | | 4 | | | 4 |
| | well-built partnerships | 3 | | | | 5 | 2 | | |
| | good relationships with the Foundation | | | 5 | | 3 | | 4 | |
| Weaknesses | volunteer motivation is changeable, which makes the volunteer capacity of WMRS changeable as well | 5 | | | | | | | |
| | lack of focus regarding the program | | | 1 | | | | | |
| | insufficient connection between the WMRS community and the Wikipedia in Serbian language community | 5 | | | | | | | |
| | insufficient presence of sister Wikimedia projects (Wiktionary, Wikidata, Wikisource...) in the activities of the organization | 3 | 5 | | 3 | 1 | 2 | | |

Main issues and directions for Wikimedia Serbia based on the confrontation matrix

SO: are options that combine strengths and opportunities. This is the ideal mix, allowing the organisation to do what it is good at when the opportunity arrives.

SO 1: The organization will utilize its good reputation and firm structure that has been established, in order to continue cooperating with partners and to establish new cooperations.

SO 2: Relevant institutions will be encouraged to fund projects of a reputable organization which had previously had successful projects.

SO 3: Individuals and institutions will be motivated to release their content when looking at the projects that have been successfully implemented so far.

SO 4: Good relations with Wikimedia Foundation might also attract other financial backing.

ST: are the options that bring to bear the organisation's strengths on threats to turn them into opportunities.

ST 1: Previous successful cooperation with partners will help otherwise uncooperative institutions to be more open for collaboration.

WO: here an organisation is trying to seize an opportunity in order to overcome the

internal weaknesses.

WO 1: Current volunteers will be motivated, and the new ones will approach us through already established cooperations in which they can also participate and contribute.

WO 2: Certain projects can significantly reduce the gap between Wikipedians and Wikimedians.

WO 3: By increasing the awareness of individuals and institutions about the opportunities and the benefits of free licenses, the ability to use sister Wikimedia projects (Wikisource, Wiktionary, ...) is increased as well.

Interested parties / Stakeholders

Wikimedia Serbia includes certain stakeholders in conducting its activities and through implementing this strategy. Each of them has a meaning and ways to be included, and influence the work of the organization. All of that is depicted in this chart:

| Interested parties | Importance | Ways to introduce the interested parties into the Wikimedia Serbia activities |
|--|---|---|
| Editors of the Wikimedia projects | They edit the content on Wikipedia and sister Wikimedia projects; they increase the free content on the internet. | <ul style="list-style-type: none"> • trainings and workshops held by the editors • animating/educating new editors of Wikimedia projects • spreading a healthy spirit in the community |
| Individuals and organizations which possess relevant content (GLAM institutions) | They possess the literature which can be used for writing articles or multimedia material which can be released. | <ul style="list-style-type: none"> • edit-a-thons • content release • using the Wiki platform in GLAM institutions • using Creative Commons licenses |
| Educational institutions | Wikipedia belongs in education, rendering the educational institutions the most relevant partners for implementing and using Wikipedia in teaching. | <ul style="list-style-type: none"> • implementing and using Wikimedia projects in teaching and learning • training and introducing the teachers to the work on |

| | | Wikimedia projects |
|--------------------------------------|---|---|
| Wikimedia Foundation | Securing the financial resources for program and activity realization. The Foundation also has an advisory role. | <ul style="list-style-type: none"> • an advisory role regarding the realization of activities and projects • technical aid • financial aid |
| Chapters of the Wikimedia Foundation | Regional and international cooperation for the sake of realization of common goals. | <ul style="list-style-type: none"> • realization of regional and international cooperation through organization of joint projects and sharing the experience |
| Media | Users of the content of Wikimedia projects and the means of communication of Wikimedia Serbia with the general public | <ul style="list-style-type: none"> • establishing cooperation with the media partners • content exchange • educating the general public via media channels |

Strategic focus

Wikipedia in education

We believe that knowledge should be free and accessible to everyone, and the best way to get to know the general public with our mission is through educational institutions. It is expected institutions to use Wikipedia as a free online knowledge base and that teaching staff, pupils and students are trained to enrich it.

Wikimedia Serbia opted for this focus based on ten years of experience in the realization of the Education Program and the results it achieved. Wikipedia belongs in education, because in this way the idea of free knowledge can spread out towards the most of the population. By using Wikipedia as a teaching tool, participants gain new skills, and the current educational system is being modernized. In addition to the network of users, a network of potential editors is also expanding, because they will start contributing to Wikimedia projects. As a result, the number of Wikipedians increases. Through the trainings of editing Wikipedia, the average users are better able to understand how this encyclopedia works internally and what are the guidelines that should be respected.

Wikimedia Serbia

Dečanska 4/3

11000 Belgrade

011/3348-468

kancelarija@vikimedija.org

rs.wikimedia.org



Wikipedia belongs in education, so Wikimedia Serbia will continue with the proactive approach in establishing new and strengthening the existing cooperations with the educational institutions in the period from 2018 to 2020. Models of cooperation with the educational institutions have been developing over the years, during which numerous innovations were introduced. In addition to continuing the work on implementation the innovative projects, Wikimedia Serbia will focus on introducing Wiki tools in the high school curriculum, which will encourage high school students to edit Wikipedia and related projects on their own.

A significant segment to be worked on is establishing cooperation with higher education institutions. In that regard, organisation will strive to have Wikipedia exist independently in high education, i.e. to have the students attend editing Wikipedia training independently from any other class, for which they would gain ECTS (European Credit Transfer System) points.

The organization will apply the “top-down” approach within this focus. This means that, in addition to primary, secondary, further and higher education institutions, the institutions of national importance will also be contacted, which - through the network of associates - can have much greater influence on the introduction of Wikipedia into schools (Ministry of Education, the Institute for Advancement of Education). This will generate a lot greater impact and gain more collaborators. Involvement and education of teachers about Wiki tools which they can use in teaching through accredited seminars and support of relevant institutions will help the most.

Objectives

- creating free content on the Wikimedia projects
- actively using the Wiki platform in teaching and education
- making the teaching staff and pupils/students independent in using and editing Wikipedia and sister Wikimedia projects
- developing related Wikimedia projects in an academic environment
- decentralizing of the activities in Serbia
- educating the employees in the educational institutions about Wikimedia projects and free licenses
- increasing the visibility of the organization in an academic environment

Potential

Potential target groups within this focus are primary, secondary, further and higher education institutions in Serbian cities. In addition to this kind of institutions, we will work on establishing cooperation with other organizations, such as associations of professors, student organizations, non-governmental youth organizations, youth offices, organizations that handle informal education, etc.



Wikimedia Serbia

Dečanska 4/3
11000 Belgrade
011/3348-468
kancelarija@vikimedija.org
rs.wikimedia.org



Key figures

- number of written and improved articles on Wikipedia
- number of active editors
- number of new editors
- number of teachers who have attended accredited seminars
- number of established cooperations with the educational institutions

Focus realization via the Education program

Education Program is the oldest and the most developed program of Wikimedia Serbia and one of the main forces of the organization. In the next three years, Wikimedia Serbia will continue working on its development. The program will encompass working on education of pupils and students, teachers and assistants/professors from the educational institutions regarding editing Wikimedia projects, gaining support from the relevant institutions, organizing events with a purpose to animate volunteers who would participate in project realization, etc.

Free content

Promoting free content and supporting volunteers in creating free content is one of the main focuses we will dedicate to, because it leads to the creation of a society in which knowledge is more accessible. The way we can achieve is based on a good will of individuals and institutions interested in long term creating and releasing content suitable for Wikimedia projects.

Addressing this focus allows greater availability of cultural and historical heritage on the Internet, both globally and locally. Apart from being more visible, the valuable material is saved from deterioration and allows the preservation of history. In this way, people's awareness of the preservation of cultural heritage increases, so that it can be free. Cultural institutions can significantly contribute to the development of this focus through the digitization and release of content they possess. Thus, new partnerships are established and existing partnerships that ensure the sustainability of local programs are strengthened.

The purpose of this focus is the active involvement of volunteers and general public alike in the Wikimedia projects. People who so far have not edited and contributed to Wikipedia and its sister projects will get to know all the potentials offered by these platforms. Average users on a daily basis can increase the free knowledge base and be part of a wider community.

Promoting free content and supporting volunteers in creating free content is one of the tasks Wikimedia Serbia will focus on. Free content encompasses textual material and multimedia



WIKIMEDIA

Wikimedia Serbia

Dečanska 4/3

11000 Belgrade

011/3348-468

kancelarija@vikimedija.org

rs.wikimedia.org



files of various types under open (e.g Creative commons) licenses. Proactive approach to relevant organizations and individuals will be applied within this focus, but promoting free knowledge and better understanding of free licenses will be present as well. The increase of free content will be realized through different projects and activities of the organization. Speaking of the characteristics of free content, Wikimedia Serbia will focus on the quality of the content and its usefulness regarding encyclopedic importance.

Objectives

- enriching Wikimedia projects with the lacking content
- creating independent associates and partners regarding the use of Wikipedia and related projects
- raising awareness of the public about the importance of free online content
- a better understanding of free licenses by the institutions and individuals, and training the copyright holders about the advantages of publishing material under the free licenses
- expanding the network of associates and partners

Potential

Potential target groups within this focus are the GLAM partners (museums, archives, libraries, galleries, institutions of public importance), artists, individuals, and organizations with similar activities that we could potentially establish cooperation with.

Performance indicators

- number of established GLAM cooperations
- number of released multimedia files uploaded on Wikimedia projects
- number of released multimedia files that are used in Wikimedia projects
- number of written and improved articles on Wikipedia
- number of active editors
- number of new editors

Focus realization via GLAM program

GLAM (**G**alleries, **L**ibraries, **A**rchives, **M**useums) program has a goal to establish cooperation with cultural institutions and institutions of public importance. These institutions have rich treasuries of content, and within the GLAM projects that content will be digitized and released under a free license. In addition to digitization, the emphasis is on education of the employees at the GLAM institutions regarding free licenses, editing Wikimedia projects, and the possibilities of using them in the activities of the institution.



Increasing volunteer capacity

Volunteerism is the core of Wikimedia Movement and the basis of sustainability of Wikimedia projects, which is why it is necessary to work on strengthening the community, educating new volunteers and motivating the current ones.

Part of our mission is to increase and spread awareness of the importance of volunteer work. Work on a voluntary basis implies greater will and motivation of people, especially those who share a common idea. In the case of Wikimedia chapters, providing assistance and support to volunteers also means sharing and disseminating knowledge. In this way, mutual benefit is achieved. Wikimedia projects are being enhanced by free content, and volunteers acquire new skills. Also, the arrival of the newcomers carries with it new ideas as well as spreading the vision.

The human capacity of the organization consists of all the volunteers, employees, and partners who participate in the work of the organization. The priorities in the period to come are strengthening the community and expanding the network of volunteers who contribute to the Wikimedia projects and/or participate in the activities of Wikimedia Serbia.

It is necessary to follow the community of Wikipedia editors and provide them with support in order to increase their motivation and incite them to participate in current projects.

It is necessary to strengthen the volunteer network of Wikimedia Serbia, work on their education and development, and notice the motivational factors that can be applied. Besides motivating the existing volunteers, the organization will apply a proactive approach in the search for new members.

It is necessary to work on a continued strengthening of the Board and the expert boards through development and motivation of the existing members, but also by bringing in new quality skilled personnel.

Goals

- increasing the number of retained editors on the Wikimedia projects
- attracting new editors on the Wikimedia projects
- expanding and strengthen the volunteer network
- improving the existing and finding new motivational factors for the volunteers
- working on a constant strengthening of the Board and the expert boards in order to maintain the sustainability of the organization
- decentralizing of the volunteer activity in Serbia

Wikimedia Serbia

Dečanska 4/3

11000 Belgrade

011/3348-468

kancelarija@vikimedija.org

rs.wikimedia.org



Potential

Potential target groups within this focus are the new and existing Wikipedia editors, the new and existing volunteers of Wikimedia Serbia who participate in the activities and members of the Board who run the organization in their volunteering capacity.

Performance indicators

- number of Wikipedia editors who are involved in the Wikimedia Serbia activities
- number of active volunteers of Wikimedia Serbia
- number of new volunteers of Wikimedia Serbia
- number of community events
- number of blog posts and posts on social networks and their views

Focus realization via Community Support program

This program will primarily serve to increase and strengthen the volunteering capacities of Wikimedia Serbia. It is necessary to come up with new and develop the existing projects and activities in order to provide support to the community. It is illustrated by providing the infrastructure for the editors, organizing events with a purpose to network the editors and volunteers, help in the form of training new editors, etc.

In addition to the Community Support program contributing to the focus of increasing the organization's volunteer capacity, it can also mean empowering volunteers in creating free content. This is one of the focus of Wikimedia Serbia above mentioned.

Adopting strategy

This document is adopted by Wikimedia Serbia Board on a meeting held on 18 September 2017.

