Strategic planning and monitoring from a board member perspective

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Preliminary remarks

- This is not an extensive theoretical guideline
- Gives you insight into the different steps and help you in working on a strategy for your own affiliate
- Makes you aware of the value of strategy development

- vision = the *aspiration* = Why
- mission = the *purpose* = What
- strategy = the *roadmap* = How

http://upside-partners.com/thought-leadership-articles-and-case-studies/tell-me-again/

Why design a strategy?

- To develop a shared view for the future
- To provide continuity & stability to your affiliate
- … for your members & for the community, for your staff and for your partners
- It provides a framework for annual plans and resources

Preliminary steps

- Discuss necessity and scope within your board and with the community

- Search examples that are comparable with your needs and/or wishes

- Make it an official process. It should be managed: appoint a project leader, write down the steps to be taken, time frame, resources

Hands-on 1

- Reflect on your current performance, difficulties, challenges
- Where does your affiliate wants to stand over 5 years?
- Formulate 3 strategic goals for your affiliate.

How to involve the community

- This is a key point: your members play a decisive role in strategy making: organize feedback sessions (in person, online)
- Clearly separate feedback sessions from decision making sessions
- Final acceptance in general meeting to make it an official document

Hands-on 2

- Draft a table of contents for your strategic plan.

Think of
… your point of departure
… your community
… your partners
… your (future) organization

Paragraphs

- Vision + Mission statement
- Short history, where do we stand
- Conduct an analysis: scan environment 360^0, stakeholders, SWOT, confrontation matrix (see annex)
- Formulate goals
- From goals to programs (= input for Annual Plan)
- Organizational consequences, address governance issues
- Resource plan: financial + human resource

Monitoring

- **Strategic plan** (goals)

    - **Annual plan** (projects)

        - **Quarterly progress reports** (activities)

Learn from other affiliates

- https://meta.wikimedia.org/wiki/Board_Member_Support

- https://nl.wikimedia.org/wiki/Strategie/Strategie_2017-2020/English

- https://meta.wikimedia.org/wiki/Strategy#Strategy_of_Wikimedia_organizations

Annexes

1. Hand out *Stakeholders*. Including their reason for relevance and possible actions targeting the group

2. Hand out *SWOT*. Example from the Strategic Plan 2017 - 2020 WMNL

Organisations	Reason for relevance	WMNL action targeting the group
Knowledge holders	Owners of knowledge/collections that can be released	● Information, ● Help with releasing collections and content donations ● Encourage the processing of donations by community
Wikimedia editors	Responsible for the content of the Wikimedia projects that provide access to knowledge	● Practical support ● Courses ● Mediation for content release ● Provide a platform for discussion and exchanges ● Provide infrastructure, both physical and social
Readers/users of Wikimedia projects	End user - determine relevance of Wikimedia projects Donors	● Information about Wikipedia ● Poll and survey
Other institutions that strive to promote free knowledge	Influence on debate, regulations etc.	● Exchange of knowledge ● Joint lobbying activities
Companies that are commercially active in the field of knowledge sharing such as media companies	Possible collaboration partners as knowledge holders. Influence on debate and regulations Also a potential competitors when relevant material is released	● Lobbying ● Education
WMF	Financial contribution Owner of Wikimedia platforms Technical knowledge	● Funding requests ● Collaboration on technology
Wikimedia affiliates	Work in their areas on similar mission	● Exchange of ideas ● Joint lobbying ● Inter-disciplinary collaboration
Government/EU	Regulations Knowledge holder	● Lobbying ● Collaboration ● Possible requests for information (Government Information (Public Access) Act)

Opportunities	Threats
● The positive image of the Wikipedia project helps to open doors and set up new activities to benefit free knowledge. ● Interest in free knowledge is increasing. ● Willingness of funding bodies to support projects for Wikipedia.	● Financial contribution from WMF could be lowered. ● Some active editors on Wikimedia projects are negative about both WMF and WMNL.
Strengths	Weaknesses
● The capacity to develop appealing activities. ● Sound collaboration with active and knowledgeable volunteers. ● Robust back office and knowledgeable staff. ● Growing understanding of the make-up and motivation of editors, and of public appreciation for the Wikimedia projects. ● Trust from and good relations with WMF.	● Narrow base of active volunteers. ● Impossible to provide partners/financiers with guaranteed results on Wikipedia. ● Major financial dependence on WMF. ● Large-scale public fund-raising activities not possible without CBF certification ● Measurable impact of activities on Wikimedia projects disappointing.