

# Wikimedia Strategic Plan

A collaborative vision  
for the movement  
through 2015



維基媒體五年策略藍圖：  
2010-2015運動的共同願景

February 2011

說明這個策略計畫的如何產生的：2009-2010 這段時間由志工共同合作，撰寫而成

The strategic plan is the culmination of a collaborative process undertaken by the Wikimedia Foundation and the global community of Wikimedia project volunteers through 2009 and 2010. The process aimed to understand and address the critical challenges and opportunities facing the Wikimedia movement through 2015. It has culminated in a series of priorities and goals, as well as specific operational initiatives for the Wikimedia Foundation, that will define the movement's continued success.

定義維基媒體基金會的法人組織有哪些

The Wikimedia Foundation is the U.S.-based 501(c)(3) non-profit organization that operates and manages the Wikimedia projects: Wikipedia, Wiktionary, Wikibooks, Wikisource, Wikinews, Wikiquote, Wikiversity, Wikispecies, Wikimedia Commons and MediaWiki. The Foundation presents this document on behalf of the community of strategic plan contributors, the Wikimedia Foundation Board of Trustees, and the global community of Wikimedians.

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# Strategy... the Wikimedia way

緣起

In July 2009, we launched our first-ever strategy-development project designed to produce a five-year strategic plan for the Wikimedia movement.

2009年7月，基金會發起首個五年運動策略規劃的討論

From the outset, we believed that an open process would result in a smarter, more effective strategy. Just as Wikipedia is the encyclopedia anyone can edit, we wanted the strategy project to invite participation from anyone who wanted to help.

相信開放的討論願景效果最好

As the project unfolded, more than 1,000 people from around the world contributed in more than 50 languages. We received more than 900 proposals aiming to meet a wide variety of challenges and opportunities. We conducted more than 65 interviews with experts and advisers. We carried out a survey of more than 1,200 lapsed editors. And we staged hundreds of discussions both face-to-face in cities around the world, and via IRC, Skype, mailing lists and wiki pages.

討論最後超過1000人用超過50種的語言發表了想法，收到了超過900個面對未來多元挑戰和機會的建議。對超過65位的專家與顧問進行訪談...

Non-profit strategy consultancy The Bridgespan Group provided frameworks, data and analysis. Discussions were facilitated by Eugene Eric Kim of Blue Oxen Associates and by longtime Wikipedian Philippe Beaudette.<sup>1</sup>

此討論的主要負責人與貢獻單位

The project lasted a full year and resulted in 1,470 content pages on the wiki. That work has been summarized and condensed, resulting in this document.

此份報告是一年的討論1470頁維基討論串的摘要文件。

User:FloNight認為需要廣納各種團體或社群的意見，並讓用戶知道改變現狀的不可避免、同時也要消除其對改變的焦慮，這樣基金會才能達成其設立的使命。

*Women and other under represented groups will need to be invited/recruited, and the culture of WMF projects will need to be adjusted to accommodate them when they arrive. Some of these changes are happening already, such as the focus on making the sites more user friendly for people that are less technically savvy. But other changes will be needed, too. It will be important to acknowledge the discomfort that current users will feel when proposals are made for changes. And we need to help everyone adjust to the idea that changes are truly needed in order for WMF to accomplish its mission.*  
— User:FloNight

<sup>1</sup> For complete details on the process and the facilitation, see the “Wikimedia strategic-planning wiki,” <http://strategy.wikimedia.org>

# What we believe<sup>2</sup>

維基媒體是一個運動、一個願景、一套價值觀

## Wikimedia is a movement, a vision, and a set of values

Wikimedia is made up of hundreds of thousands of people who collectively form a movement. This movement is rooted in a set of core values that shape our vision and guide our work.

知識應當開放自由

## Knowledge should be free

Access to information empowers people to make rational decisions about their lives. We believe the ability to access information freely and without restrictions is a basic human right. Our vision requires that the educational materials we collect and create together be free for others to use and reuse. Our work also depends on free and open formats and technologies.

和全人類共享

## Share with every human being

The Wikimedia movement strives to include every single human being in our work by making our knowledge resources available and providing the venue for all people to share their knowledge. We prioritize efforts that empower disadvantaged and underrepresented communities, and that help overcome barriers to participation.

資訊應該要準確而不偏頗扭曲

## Information shall be accurate and unbiased

People trust us because they know we resist attempts to skew our content. We know that no one is free from bias. But we believe that mass collaboration among a diverse set of contributors, combined with consensus building around controversial topics, are powerful tools for achieving our goals. We strive to provide information that is accurate, neutral, verifiable, comprehensive and unbiased.

我們要確保自己的獨立，不受少數大筆捐款的贊助單位所操縱

## We must protect our independence

The Wikimedia Foundation depends on donations to provide the infrastructure for the Wikimedia movement. In order to stay free of influence, we reserve the right to refuse donations that could restrict our operations or steer us away from our priorities and mission. We seek financial contributions from a large number of donors, in order to avoid over-dependency on any single revenue source.

<sup>2</sup> For more detail about the Wikimedia movement's values, see "What do we believe?": [http://strategy.wikimedia.org/wiki/Strategic\\_Plan/What\\_do\\_we\\_believe%3F-Principles\\_of\\_the\\_Wikimedia\\_movement](http://strategy.wikimedia.org/wiki/Strategic_Plan/What_do_we_believe%3F-Principles_of_the_Wikimedia_movement)

## We value openness and diversity

我們重視開放性與多元性

The Wikimedia movement is global. So far, Wikimedia has projects in more than 270 languages, and chapters in 30 countries. The Wikimedia Foundation maintains an international staff and board of trustees. A healthy mix of demographic and cultural characteristics everywhere throughout the movement is key to Wikimedia's success.

## We are a volunteer-driven movement

我們是一個由志工自動自發所維持的運動

The Wikimedia projects and chapters are created and managed by volunteers. The Wikimedia Foundation works in service to our shared goals, making investments that will increase the community's effectiveness in building and developing the projects and achieving our shared vision.



A few of the Wikipedian participants in the 2010 Wikipedia user video project.<sup>3</sup>



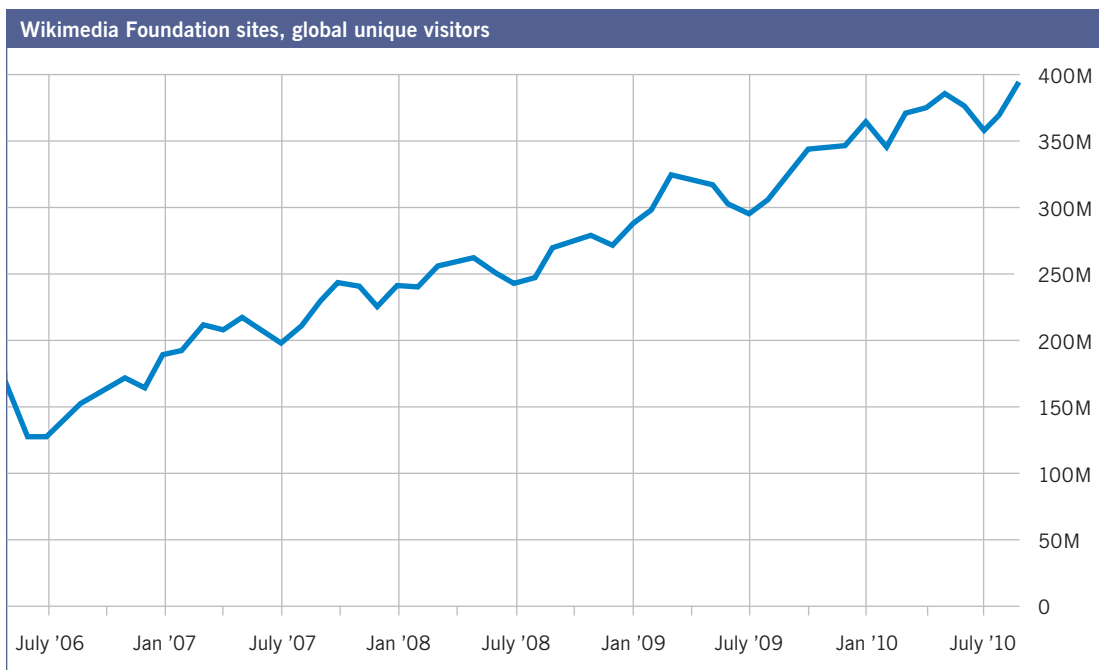
Imagine a world in which every single human being can freely share in the sum of all knowledge.

<sup>3</sup> For more information about the Wikipedia user video project, visit: <http://blog.wikimedia.org/blog/2010/09/24/four-videos-of-wikipedias-volunteers/>

# The opportunity<sup>4</sup>

簡述自2001年維基百科創設起，使用者的成長數量，每個月有20~50%的使用者會固定造訪維基百科

Wikipedia was founded in 2001 as “an effort to create and distribute a free encyclopedia of the highest possible quality to every single person on the planet.”<sup>5</sup> Less than a decade later, Wikipedia has become the fifth most-visited site in the world, used by more than 400 million people every month.<sup>6</sup> In most of the world, between 20 and 50 percent of Internet users regularly visit Wikipedia.<sup>7</sup>



Monthly unique visitors to all Wikimedia sites, as measured by comScore.

Wikipedia is available in more than 270 languages. Each is a uniquely crafted cultural product; they are not translations or copied versions of each other. There are over 17 million Wikipedia articles across all language versions, and 8.5 million media files in the Wikimedia Commons database. All are available under a free license.

<sup>4</sup> For detailed background and context on the strategic plan, see “Background and context,” [http://strategy.wikimedia.org/wiki/Strategic\\_Plan/Background\\_and\\_Context](http://strategy.wikimedia.org/wiki/Strategic_Plan/Background_and_Context)

<sup>5</sup> From the original vision statement by Wikipedia founder Jimmy Wales. Wales, Jimmy. (2005, March 8) Wikipedia is an encyclopedia. Message posted to Wikipedia-l, archived at: <http://lists.wikimedia.org/pipermail/wikipedia-l/2005-March/020469.html>

<sup>6</sup> According to online audience measurement service comScore, in October 2010 the Wikimedia Foundation sites were the fifth most-visited in the world, with 408 million unique visitors (or UVs). comScore (October 2010) Media Metrix global unique visitor data.

<sup>7</sup> comScore (December 2008) Media Metrix global unique visitor data. International Telecommunications Union. (2008) Estimated Internet users, fixed Internet subscriptions, fixed broadband subscriptions. Retrieved from ITU ICT EYE: <http://www.itu.int/ITU-D/ICTEYE/Indicators/Indicators.aspx#>

In countries throughout North America, Europe and parts of Asia, between 30 percent and 50 percent of all Internet users use Wikimedia projects. Usage rates of more than 20 percent are not unusual in many other regions. Findings were developed with data from comScore and the International Telecommunications Union.

Over time, skepticism about the Wikimedia model of collaborative content creation has evolved into appreciation of Wikipedia as a dependable starting point for research about almost any topic. Expert assessments have continued to find Wikipedia's error rate to be comparable to that of traditional information sources, while its overall breadth, depth, and topicality far exceeds that of any general reference work.<sup>8</sup>

從許多懷疑協作內容的品質，到現在維基百科已經成為許多人研究各類知識的起始入口。學者的研究也證明了跟傳統百科全書相比，錯誤率並沒有更高。

But there is much more we can do.

## The future of the Wikimedia movement

As we celebrate our 10th anniversary, it is an ideal moment to reflect on our accomplishments and commit to a path forward. Wikimedia is and will remain a decentralized movement comprised of readers, editors, the Wikimedia Foundation and chapters, advisers and like-minded organizations — each playing different formal and informal leadership and support roles. This plan captures our common aspirations and priorities. It articulates the work we will undertake to achieve our shared goals over the next five years, and reflects our collective vision for the future.

慶祝創立十周年的同時，也很適合思考如何讓這個去中心化的運動在未來五年繼續茁壯？

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<sup>8</sup> For a broad review of studies and analysis regarding the reliability of Wikipedia, see: [http://en.wikipedia.org/wiki/Reliability\\_of\\_Wikipedia](http://en.wikipedia.org/wiki/Reliability_of_Wikipedia)

Widely referenced studies include:

Giles, J. (December 2005) Internet encyclopedias go head to head. *Nature* 438 (7070): 900–901 doi:10.1038/438900a. Retrieved from: <http://www.nature.com/nature/journal/v438/n7070/full/438900a.html>

Clauson, KA, Polen, HH, Kamel Boulos, MN, Dzenowagis JH (2008) Scope, completeness, and accuracy of drug information in Wikipedia. *Annals of Pharmacotherapy* 42 (12): 1814. doi:10.1345/aph.1L474 PMID 19017825. Retrieved from:

<http://www.theannals.com/cgi/reprint/aph.1L474v1.pdf>

# Strategic priorities

策略目標的優先順序

The collaborative strategic planning process has culminated in five key priorities for the Wikimedia movement over the next five years, and five critical targets to measure our progress.

## 未來五年優先策略目標

- 穩定基礎服務
- 提昇參與程度
- 改善內容品質
- 提昇使用層面
- 鼓勵創新開發

## Our strategic priorities over the next five years:

Stabilize infrastructure

Increase participation

Improve quality

Increase reach

Encourage innovation

## We will know we're succeeding when we reach these critical targets:

Increase the total number of people served to 1 billion

Increase the number of Wikipedia articles we offer to 50 million

Ensure information is high quality by increasing the percentage of material reviewed to be of high or very high quality by 25 percent

Encourage readers to become contributors by increasing the number of total editors per month who made >5 edits to 200,000

Support healthy diversity in the editing community by doubling the percentage of female editors to 25 percent and increasing the percentage of Global South editors to 37 percent

## 達標門檻：

- 超過10億人使用維基媒體
- 提供5千萬筆的維基百科條目
- 使條目的25%成為優良/特色條目
- 鼓勵讀者開始編輯，讓每個月編輯超過5次的用戶數量達到20萬人
- 讓女性編輯佔總用戶的25%，南半球的編輯達到37%

*Where else could I collaboratively write an article with people currently sitting in New York, Islamabad, London, Tokyo, Mogadishu, and Brisbane? I'm not sure how to translate this extremely exciting aspect of the Wikipedia community into actual policies for motivating new users, except to suggest that Wikipedians actively work on improving the diversity of the Wikipedia community.*

—User:CordeliaNaismith



# Stabilize infrastructure

## 1-穩定基礎服務

Wikimedia projects are among the most-visited sites in the world, however Wikimedia does not yet have a technological, operational and financial infrastructure commensurate with people's reliance upon it.

To meet the needs of readers, the Wikimedia Foundation must invest in developing more robust technology and operational systems, as well as solid, sustainable revenue streams. Wikimedia needs to make improvements to the reader experience and to create better tools for collaborative content creation. In the immediate future, this need will require an increased investment in technical and fundraising operations.

維基媒體雖然已經成為世界上最多人造訪的非營利網站，但在技術、營運以及財務的基礎上仍有許多不足。

為了滿足讀者需求，基金會應該開發更穩固的技術和營運系統、同時也要有永續的財源。短期而言，這意味著基金會需要投入更多資源進行技術的開發與募款的運作。

### Through 2015, the Wikimedia Foundation will:

#### 1. Make technology investments to guarantee the permanence of projects and support ongoing growth.

- **Create new data centers** with automatic failover features to reduce the likelihood of outages and ensure the continued operations of the site in the case of catastrophic events.
- **Deploy additional caching centers** in key locations to serve growing audiences in Asia, Latin America, and the Middle East.
- **Improve stability and security** by resourcing to eliminate single points of failure, apply critical upgrades, and implement disaster recovery plans.
- **Manage the MediaWiki release cycle** to ensure it meets the evolving needs of readers and editors.
- **Develop clear documentation and APIs** to enable developers to create applications that work easily with MediaWiki.

#### 2. Expand public awareness and support for the Wikimedia movement.

- **Spread information** about Wikimedia's mission, vision, values and practices. Help people better understand our work, and motivate them to help us do it.
- **Grow the number of Wikimedia donors**, to ensure steady, robust support.
- **Increase capacity** to safeguard the movement's reputation and support the advancement of legal conditions that enable unimpeded access to information online, worldwide.

#### 3. Build internal capacity to better support the movement and achieve its strategic goals.

- **Increase capacity** by adding new staff to catalyze, support and partner with community members.

2015年，基金會將能夠：

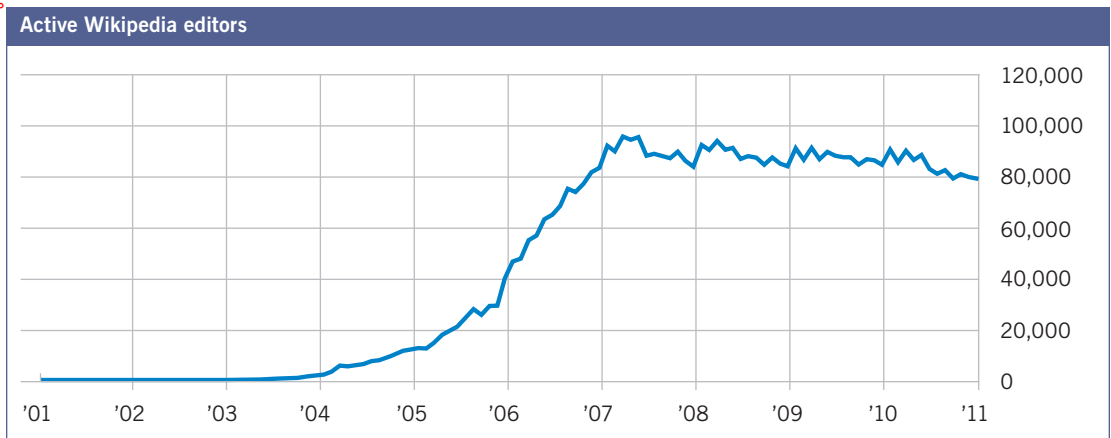
1. 投資科技發展，以確保計畫的持續、並支援持續的成長
  - 創立新新的資料處理中心
  - 建置新設的快取中心
  - 提昇穩定與安全性
  - 管理MediaWiki的發行週期
  - 撰寫清楚的說明文件與應用程式介面(API)
2. 提昇大眾對於維基媒體運動的理解與支持
  - 推廣維基媒體的使命願景價值觀案例
  - 找出更多的捐款者
  - 增加法理上有利運動的環境
3. 培養內部支援運動、達成策略目標的能力
  - 雇用更多專職人員

編輯社群是維基媒體計畫的生命泉源，它的體質必需健康、多元且持續成長，對運動未來至關重要。

近年來維基百科的編輯人數的成長階段已經進入了停滯不前的高原期，持續停留在十萬名活躍用戶的狀況。還無法確定這樣的狀況在未來能否維持成熟維基百科如英語或德語的品質，但可以確定的是尚未成熟的維基媒體計畫在編輯人數沒有提昇的情況下，發展將會更加困難。

The editing community is the lifeblood of the Wikimedia projects, and its continued health, diversity and growth is critical to the movement's future. It is a core principle of Wikimedia that "anyone can edit," and we want to have a huge and diverse set of contributors.

In recent years, despite continued growth in articles and readership, the Wikimedia editing community has plateaued near 100,000 active editors.<sup>9</sup> Our work is both unique and new, so it is not yet clear whether those numbers will prove sufficient to sustain mature Wikimedia projects such as the English or German Wikipedia.<sup>10</sup> It is clear, however, that the less-mature Wikimedia projects will struggle to grow further, unless their pool of editors expands.



This chart demonstrates the rapid increase and plateauing of active Wikipedia editors (in all languages) from January 2001 through December 2010.<sup>11</sup>

編輯的分配非常單一：

-五分之四的編輯者為男性

-超過一半的編輯者年齡在22歲以下

-五分之四的編輯量來自全球化的北方國家

Large segments of the world's population do not edit the Wikimedia projects proportionate to their real-world numbers. The people who write the Wikimedia projects are disproportionately male, young, and from countries in the Global North:<sup>12</sup>

Four out of five editors are male.<sup>13</sup>

Half are under the age of 22.<sup>14</sup>

Four out of five edits come from countries in the Global North.<sup>15</sup>

9 Active contributors are defined as individuals who make more than five edits per month; very active contributors make more than 100 edits per month.

10 As of November 2010, the English language Wikipedia contains more than three million articles; the German language Wikipedia contains more than one million articles.

11 Source: "Wikipedia statistics – all languages, Jan 2001 to Aug 2010."  
<http://stats.wikimedia.org/EN/TablesWikipediaZZ.htm#activitylevels>

12 For the purposes of our discussion, the Global North includes Australia, Canada, Israel, Hong Kong, Macau, New Zealand, Japan, Singapore, South Korea, Taiwan, the United States and all of Europe (including Russia). The Global South includes Asia (with the exception of Japan, Hong Kong, Macau, Singapore, South Korea and Taiwan), Central America, South America, Mexico, Africa, and the Middle East (with the exception of Israel).

13 According to the study, over 86 percent of contributors were male. Glott, R., Schmidt, P., Ghosh, R., (2009) Wikipedia Survey – Final results. *UNU Merit*. Retrieved from:  
<http://www.wikipediastudy.org>

14 According to the study, 50 percent of contributors were under 22 years of age. Glott et al.

15 83.3 percent of all edits came from the Global North. stats.wikimedia.org (2009-2010) Wikimedia traffic analysis – page edits per country September 2009 through August 2010. Retrieved from:  
<http://stats.wikimedia.org/wikimedia/squids/SquidReportPageEditsPerCountryOverview.htm>

Increasing both the total number of editors, and their diversity, is a key priority for the Wikimedia movement. We need to improve our dispute resolution processes to prevent editor burnout. We need to recognize and reward editor excellence.

We need to invite readers to become editors — particularly women and people in the Global South. We need to improve the editing interface in order to reduce barriers to participation. When people try editing for the first time, we need to support and coach them.

除了增加編輯人數以外，多元化編者的背景也是優先事項。要思考如何解決爭議，避免編輯時產生燃燒殆盡/運動傷害的狀況。需要主動找尋、鼓勵傑出的編者。

邀請讀者成為編者 - 尤其是女性以及南方國家的民眾。需要改善使用者介面以降低編輯進入門檻。我們要提供初次編輯者支援、引導。

## Through 2015, the Wikimedia Foundation will:

### 1. Encourage the health and growth of Wikimedia communities and the projects they sustain.

- **Develop new features and tools**, such as a rich-text editor, enhanced navigation, and social functionality, to make editing easier and more fun.
- **Support the recruitment and acculturation of newer contributors** by encouraging a welcoming environment on the Wikimedia projects, as well as supporting community leaders who are eager to serve as recruiters, guides and mentors for newer volunteers.
- **Encourage diversity** by conducting outreach among groups that have the potential to bring new expertise to the projects, as well as by supporting leaders from underrepresented groups in their efforts to cultivate new members from within their communities.
- **Support offline and social events** to increase community cohesion and commitment to the projects.
- **Reward excellent contributions** that are not already being celebrated through established community mechanisms.

- **Create products and services** that support affiliation and excellence among Wikimedians.

### 2. Expand Wikimedia's global footprint through catalytic investments and chapter support.

- **Design and deploy catalyst teams** to pilot activities spurring growth in readership and editing in the high-priority areas of **India, Brazil**, and the Arabic-speaking areas of the **Middle East** and **North Africa**.
- **Support Wikimedia chapters** with financial or other assistance to enable them to serve their local Wikimedia communities effectively, and contribute to the health and growth of the overall movement. A priority will be pursuing outreach to expand and increase diversity in the contributor base.
- **Facilitate community efforts** to create organizational models and structures that support the Wikimedia projects.
- **Support volunteer initiatives** that fuel the growth of communities and projects around the world, including meet-ups, public outreach activities and other volunteer innovations.

2015年，基金會將能夠：

1. 鼓勵維基媒體社群以及其經營專案的成長茁壯
  - 開發新功能與軟體工具
  - 協助編輯新手招募與培育
  - 鼓勵多元化的背景
  - 支援離線與社交的活動
  - 獎勵傑出的編者
  - 創造新產品或服務來支持維基媒體相關組織
2. 透過輔助性的投資以及分會的支持，擴展維基媒體全球的足跡
  - 在南方國家（印度、巴西、中東、北非等）規劃建置刺激發展團隊
  - 協助各分會有效服務在地社群。尤其推廣到其他在地既有社群
  - 協調社群共同努力，發展出支援維基媒體計畫的組織模式與架構
  - 協助志工發起的計畫，如聚會、公開推廣活動以及其他創新的志工計畫

雖然維基百科號稱所有人類的知識都幾乎含括在內了，但若部分主題不完整或不正確時，我們就應當進行改善。

維基百科的資料受到撰寫者本身的背景影響，像目前人物自傳和流行文化的資訊很多，但關於非洲的資料便少得可憐。

全球都必須一起參與才能解決此問題。應該與大學、文化機構或其他符合維基媒體運動願景的夥伴共同合作。在地分會或是社群所舉辦的推廣活動也會有所幫助。基金會則可以協助升級討論的流程、使用的工具以及管理的方針。基金會將會優先改善協作的軟體工具、同儕審查、模版標記等功能。甚至開發讓讀者與編者可回饋條目品質的線上統計功能。另外也要思考我們所提供的資訊品質。

想幫助讀者理解他們所閱讀的條目品質多好。同時也想要提供清晰、雙向的交流方式讓讀者能夠回報條目品質問題，並讓他們能自行研究後修正條目品質。

Wikimedia's flagship project, Wikipedia, empowers people to learn about whatever they want. Wikipedia succeeds because it is huge and comprehensive: it has information on practically every topic imaginable. But when Wikipedia does not have information on a topic, or our information is incomplete or inaccurate, we must do better.

Wikipedia's coverage is skewed toward the interests, expertise, and language skills of the people who created it. For example, our coverage of biographical and pop culture topics is very strong,<sup>16</sup> but our coverage of Africa is quite weak.<sup>17</sup> We offer much more information in German than we do in Hindi.<sup>18</sup>

Global participation is key to breadth and completeness. We need to encourage global participation via partnerships with universities, cultural institutions and other groups who align with our mission. Outreach efforts by local Wikimedia chapters and community members will help. The processes, tools, and policies that manage and organize our work also influence the quality of the end product. Therefore, the Wikimedia Foundation will prioritize improving tools for collaboration, quality review and labeling, as well as new tools to enable readers and experts to aid in the assessment of information quality. Beyond simply increasing the breadth and completeness of our coverage, we must drive toward a measurable increase in the quality of information we offer.

We want to help readers understand what they are getting by providing them with information quality labeling. We also want to provide clear and responsive channels for readers to report quality problems, and get them investigated and resolved.

<sup>16</sup> For more detail, see: Kittur, A., Chi, E. H., and Suh, B. (2009) What's in Wikipedia?: Mapping Topics and Conflict using Socially Annotated Category Structure. In *Proceedings of the 27th International Conference on Human Factors in Computing Systems*. Retrieved from: <http://www-users.cs.umn.edu/~echi/papers.html>

<sup>17</sup> A review of the prevalence of geotagged Wikipedia articles showed most of Africa contained less than 1,000 relevant articles while the United States had over 88,000.

For more detail, see: Graham, M. (2009) November 2009 Wikipedia article dumps. Oxford Internet Institute. Retrieved from:

<http://zerogeography.blogspot.com/2009/11/mapping-geographies-of-wikipedia.html>

<sup>18</sup> The number of Wikipedia articles available to the 550 million people whose primary or secondary language is Hindi is less than a half of one percent of the number of articles available to German speakers, whose population is a third the size. Findings were developed with statistics from [stats.wikimedia.org](http://stats.wikimedia.org) and *Ethnologue*.

Stats.wikimedia.org (2009) Wikipedia statistics. Retrieved from: <http://stats.wikimedia.org/EN/Sitemap.htm> (accessed August 2010)

Lewis, M. Paul (ed.). (2009). *Ethnologue: Languages of the World*, Sixteenth edition. SIL International. Retrieved from: [http://www.ethnologue.com/ethno\\_docs/distribution.asp?by=size#3](http://www.ethnologue.com/ethno_docs/distribution.asp?by=size#3)

For more detail, see:

[http://strategy.wikimedia.org/wiki/Wikimedia\\_penetration#Wikimedia\\_penetration\\_by\\_language](http://strategy.wikimedia.org/wiki/Wikimedia_penetration#Wikimedia_penetration_by_language)

## Through 2015, the Wikimedia Foundation will:

### 1. Support our volunteer community through technology improvements to article assessment, by community members, readers and experts.

- **Develop improved tools** for near real-time assessment of information additions and changes by experienced Wikimedia community members.
- **Systematically collect input** from readers and subject-matter experts to perform both surface and depth reviews of the largest possible number of articles.

### 2. Provide support to the Wikimedia movement in the development of institutional partnerships and alliances.

- **Provide project funding** for efforts to connect Wikimedia projects with the work of institutions of culture and learning.

- **Give global visibility** to these efforts through our communication channels.
- **Develop and maintain documentation** of best practices, blueprints, standards, and metrics associated with institutional partnerships.

### 3. Provide excellent service to our audience through clear quality labeling and the development of highly effective response systems.

- **Develop clear and concise quality labeling** to support readers.
- **Support development of first-responder systems** that empower community volunteers to consistently and effectively address hot-button issues.

2015年，基金會將能夠：

1. 透過社群成員、讀者與專家的支持，從技術支援到條目評鑑來協助我們的志工社群
  - 開發改善條目品質的工具
  - 系統性的收集輸入維基的資料
2. 提供維基媒體運動的聯盟或夥伴其所需要的支援
  - 跟文化或學習機構合作相關計畫的財源協助
  - 全球能見度
  - 開發並維護關於機構夥伴的經典案例、草案、標準、或評鑑方式
3. 提供我們的觀眾傑出的服務與迅速的回應系統
  - 開發清楚簡明的品質標記來協助讀者了解條目品質
  - 協助開發迅速回應機制，培力社群志工也有效回應當前重大議題

*The number one social need of human beings is the need for approval. The Wikimedia Foundation can (and should) use this to its advantage, and besides, every nonprofit organization should have a recognition program for volunteers. An award designed and bestowed by WMF would motivate volunteers to move mountains.*

— User:Noraft

# Strategic priorities

## Increase reach

### 4-擴張影響範圍

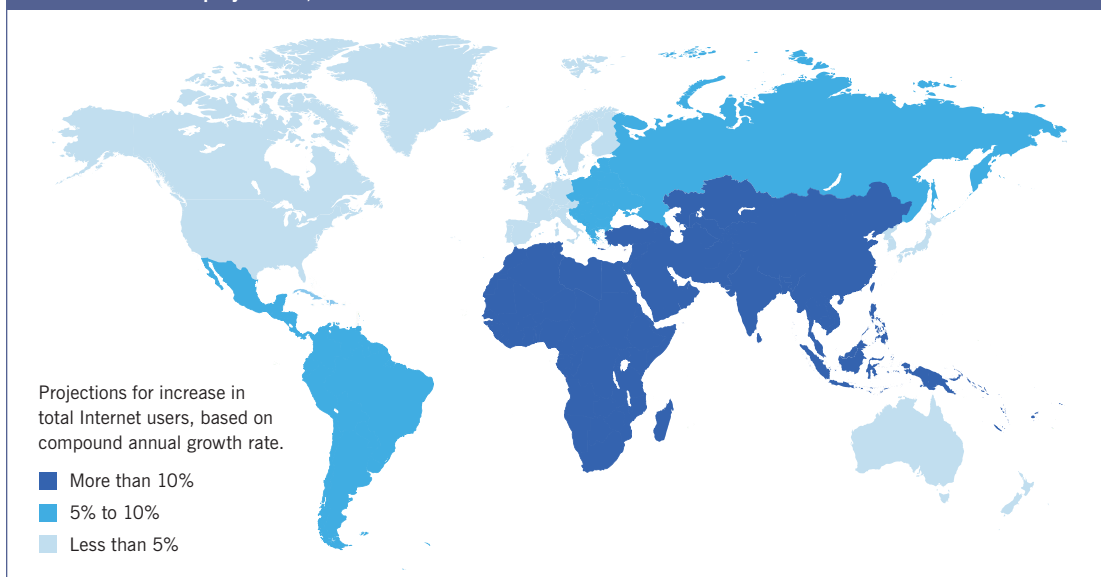
時至今日，全世界有6%的人口會登入維基媒體網站，這大約是網路使用人口的三分之一。維基媒體在全球化中的北方國家尤其成功，呈現等比級數的成長。

但並非全世界都像北方國家一樣高度使用維基百科，許多開發中國家維基百科的使用率十分低迷。維基媒體未來的挑戰將會是複製其過去的成功經驗，在南方國家民眾所識讀的語言，也同樣創建出高品質的知識來源，讓全世界的維基媒體佔有率都具領先地位。

Today, the Wikimedia sites reach about six percent of the world's population, which is roughly a third of of Internet users.<sup>19</sup> Wikimedia has achieved particular success among Internet users in the Global North. The reach of Wikimedia's projects — and in particular Wikipedia, which accounts for 96 percent of all page views — has grown exponentially since Wikipedia's inception.

Use of the projects around the world, however, is not uniform. Large numbers of Internet users, particularly in countries with large and rapidly growing online populations such as India, have lower levels of use than the global average.<sup>20</sup> Wikimedia has dramatically lower reach in the Global South, which includes regions with the world's most rapid growth in Internet usage. In the coming years, a key challenge for Wikimedia will be to replicate its earlier successes in developing editing communities that create valuable, high quality knowledge resources in languages they are literate in, to engage a growing readership in all parts of the world.

Global Internet use projections, 2010 to 2015



The highest growth of Internet users is expected in Africa, the Middle East, and developing nations in the Asia Pacific region.<sup>21</sup>

<sup>19</sup> Figures based on personal computer use only. comScore (January 2010) Media Metrix global unique visitor data. Retrieved from:

[http://meta.wikimedia.org/wiki/User:Stu/comScore\\_data\\_on\\_Wikimedia](http://meta.wikimedia.org/wiki/User:Stu/comScore_data_on_Wikimedia)

<sup>20</sup> Analysis based on comScore Media Metrix data from July 2010. More data on reach by country can be found at: [http://strategy.wikimedia.org/wiki/Wikimedia\\_penetration](http://strategy.wikimedia.org/wiki/Wikimedia_penetration)

A summary table that compares countries and regions with the greatest untapped potential of Internet users can be found at:

[http://strategy.wikimedia.org/wiki/File:Key\\_Geographies.png](http://strategy.wikimedia.org/wiki/File:Key_Geographies.png)

For the purposes of this analysis, a region was defined as a group of countries that share a common language and are in close geographic proximity.

<sup>21</sup> For more information, see:

[http://strategy.wikimedia.org/wiki/File:Internet\\_growth\\_by\\_region.png](http://strategy.wikimedia.org/wiki/File:Internet_growth_by_region.png)

Internet penetration — specifically broadband — is growing, and that growth will enable more people to read Wikipedia from their desktop or laptop computers. The Wikimedia Foundation will work to ensure our sites are as fast and reliable for people in developing countries as they are for people in North America and Europe.

Wikimedia will need to expand its capacity to support access through other channels. The most critical will be mobile. Forecasts predict 6.5 billion mobile subscribers by 2015, and shipments of Internet-enabled handsets are expected to grow 29 percent, reaching almost 900 million units by 2015.<sup>22</sup> Mobile phone usage will continue to grow at a faster rate than personal-computer usage of the Internet. For many people in the Global South, the mobile phone will likely be their first, and potentially only, point of access to the Internet. Wikimedia needs to provide a good experience on mobile phones.

Not everyone will be able to have Internet access in the immediate future. More than half the world's population will not have ready access by 2015, even including mobile device access, and for many (possibly most) the cost of being always online will be too expensive. Those people have very limited access to information from any source, and are therefore the people that would be most helped by the Wikimedia projects. Wikimedia needs to create and make available low-cost and no-cost offline versions of its projects in a variety of formats, including print, in order to ensure information gets to people who otherwise would have no access to it.

網路滲透率（尤其是寬頻網路）正在不斷增長，而這樣的成長將會讓人們從原本在桌機閱讀維基百科，逐漸轉往筆記型電腦。基金會將會確保我們的網站從開發中國家登入的速度將與北美或歐洲一樣快速。

行動裝置將會是另外一個媒介，同時也會是未來最重要的上網方法。網路在行動電話的使用將會比個人電腦成長還要更快，對許多南方國家的人來說，手機反而是唯一上網的工具，維基媒體必須提供適當的服務與良好的體驗。

但還是會有許多人沒有辦法上網，世界上超過半數的人口仍將無法在2015年上網，因為費用太貴或基礎建設還沒有鋪設等原因。這些民眾的需求，維基媒體基金會則需要透過開發不同形式（包含印刷）的方式來提供其資訊的獲取管道。

## Through 2015, the Wikimedia Foundation will:

### 1. Enhance the quality of the core user experience regardless of geography.

- **Build additional caching centers** in key locations to manage increased traffic from Latin America, Asia and the Middle East, as well as to ensure reasonable and consistent load times no matter where a reader is located.

### 2. Invest in mobile products to broaden the movement's reach to connected populations.

- **Develop partnerships** with mobile providers and entrepreneurs that offer users who do not own expensive smartphones wide access to Wikimedia's mobile products.

- **Invest in technology improvements** that enhance mobile features, functionality and access.

### 3. Invest in offline products to broaden the movement's reach to populations who will remain disconnected from the Internet.

- **Create new offline products and partnerships** with the capacity to distribute versions of Wikimedia's projects to large numbers of readers with limited connectivity at low or no cost.

1. 不論地理分布，齊一提昇最主要的使用者經驗
  - 建設新的快取中心，讓來自拉丁美洲、亞洲以及中東的訪問，下載時間都可以維持在合理且穩定的時間
2. 投資開發行動產品，拓展維基媒體的使用範圍
  - 與行動通信商或創業家共同合作，藉此讓使用中低階手機的用戶也能夠造訪維基媒體計畫
  - 透過科技開發改善移動平台的功能與管道
3. 投注資源為缺乏網路的使用者提供維基媒體的服務
  - 創建新的離線產品，讓其能夠以低廉或零成本的方式獲取維基媒體計畫內容

<sup>22</sup> Based on International Telecommunication Union global mobile use projections. For more relevant data, see: [http://strategy.wikimedia.org/wiki/Mobile\\_reach](http://strategy.wikimedia.org/wiki/Mobile_reach)

圖紀(wiki)技術發明於1995年，但用此技術創建百科全書，則是項社會創新。我們必須持續進行技術與社會創新，才能跟得上讀者獲取資訊的方式之變動，也才能讓協作的力量更加強大。

The wiki was invented in 1995. Using it collaboratively to create an encyclopedia was a social innovation. We need to continue to make technical and social innovations in order to keep pace with changes in how readers are accessing information, and so that we can do an even better job of enabling powerful collaborative work.

創新在全球維基媒體運動的脈絡下，意味著須透過成千上萬獨立自主的志工間的合作才能達成。除了組織維基媒體內部，我們也必須與其他開放源與自由知識的組織或計畫相互搭配。

Innovation in the context of a global movement is dependent on the voice and participation of thousands of individual volunteers. Beyond organizing our own efforts, we must ally with like-minded open source and free knowledge organizations and initiatives.

有些地方亟需創新：閱讀維基蠻輕鬆的，參與編輯則不容易，在網站上進行交流、對話與分派任務的工具少得可憐；支援共享資源和維基辭典這類計畫的工具也十分稀有...

Some areas ripe for innovation are obvious. While it is easy to read the Wikimedia projects, participating is hard. Few tools exist to support on-site networking, dialogue and task management. Projects such as Wiktionary and Wikimedia Commons have only limited technical support for the specific problems users face. Even the reader experience is fairly austere, with limited means to explore topics, visualize information and conduct searches.

行動電話、智慧型手機、電子閱讀器、小筆電等載具大幅改善了資訊的獲取、使用性、以及參與狀況。對於數百萬的民眾而言，是上述平台而不是個人電腦讓他們首次接觸網路。

The proliferation of mobile phones, smartphones, e-readers and netbooks necessitates dramatic improvements to accessibility, usability and participation on these and other platforms. For millions of people, these platforms, not the personal computer, are the first exposure they have to the Internet.

最讓人驚奇又最重要的創新，有可能根本不在我們所預期之處。探索未知，跟對已知問題提供解決之道，將是同等重要的事情。我們必須持續支援我們全球社群中進行實驗、學習與探索的夥伴，同時也應該週期性的整理成功的實驗結果，讓其成為維基媒體經驗的一部分。這對達成五年策略目標，將會十分重要。

The most surprising and important innovations are likely nowhere on our roadmap. Exploring the unknown will be at least as important as developing solutions to known problems. We must continually support our global community in experimentation, learning and discovery, and must regularly translate successful experiments into a normal part of the Wikimedia experience. This will be essential to reaching our five-year targets.

*In the future, Wikipedia should move more toward collaborative editing in which several users can edit a page at the same time. Wikipedia should also implement some kind of instant communication system rather than relying on talk pages. There also need to be a series of simple video tutorials that show to the new-coming user how to edit Wikipedia and how to respond/communicate with fellow Wikipedians.*

— User:Smallman12q



## Through 2015, the Wikimedia Foundation will:

### 1. Increase access to information that drives community, decision-making and action.

- **Implement a web analytics tool** to provide mission-critical information to the Foundation and the movement as a whole.
- **Provide better information about the movement** to enable everyone to better support it, by developing and publishing diverse measures of the health and growth of Wikimedia communities and projects.
- **Foster a healthy community of researchers** interested in analyzing Wikimedia, provide access to relevant data, and highlight important questions to be addressed.
- **Conduct regular reader and editor surveys** in order to take the pulse of the community and identify pressing issues or concerns.
- **Develop standards** for the development of staged experiments and A/B tests.

### 2. Support the infrastructure of networked innovation and research.

- **Develop clear documentation and APIs** so that developers can create applications that work easily with our platforms.

- **Ensure access to computing resources and data** for interested researchers and developers, including downloadable copies of all public data.
- **Continually improve social and technical systems** for volunteer development of core software, extensions, gadgets and other technical improvements.

### 3. Promote the adoption of great ideas.

- **Develop clear processes for code review, acceptance and deployment** so that volunteer development does not linger in limbo.
- **Organize meetings and events** bringing together developers and researchers who are focused on Wikimedia-related projects with experienced Wikimedia volunteers and staff.
- **Showcase and recognize** the greatest innovations of the Wikimedia movement, and create community spaces dedicated to the exploration of new ideas.

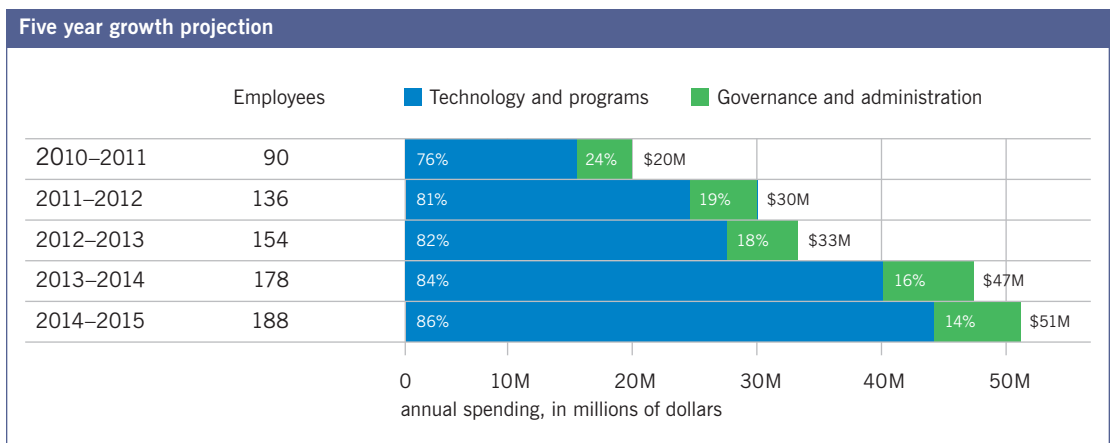
2015年，基金會將能夠：

- 1.讓驅使社群集結、決策分析與實踐行動的資訊能更容易被取得
  - 使用網路分析工具來提供符合基金會關鍵使命與整體運動的資訊
  - 提供更完整的運動資訊，藉此啟發眾人協助、開發與公布對維基媒體社群和計畫有益的多樣行動
  - 培育對維基媒體運動有興趣的一群研究人員，分析資料、點出重要需探討的問題
  - 週期性的進行對讀者以及編者的問卷調查，藉此了解社群的脈動並找出關鍵需關心的議題
  - 開發不同階段實驗以及A/B test的相關標準
- 2.輔導創新與研究的基礎網絡
  - 整理清楚的紀錄文件以及應用程式介面(API)以方便開發者能夠輕鬆的使用我們的平台工作
  - 確保運算資源與資料能被研究或開發人員輕易的獲取，包含讓所公開的檔案有可下載的副本
  - 持續的改善社交與技術系統，讓志願性開發核心軟體、擴充套件、小工具或其他的科技能夠不斷升級
- 3.推廣實際運用精采的創新想法
  - 開發一套用於程式碼校閱、接受、與施放的明確流程，讓軟體開發的志工們不至於對如何切入無所適從
  - 組織聚會與活動，讓對維基媒體相關計畫關心的開發者、研究人員以及維基媒體的志工與專職人員得以相聚
  - 展示並認可維基媒體運動中經典的創新案例，同時也給予社群探索新想法的空間

# The resources we'll need

維基媒體基金會還是個很年輕的組織。在其主動進行運動優先任務的過程中，其花費將會增加。在策略規劃的過程中，維基媒體基金會的工作人員受到Bridgespan Group的協助，對基金會在人事、營運與資本費用，以及未來五年可能會發生的其他成本，進行了細部推算。根據這些預測，我們推估基金會在2015年的預算將會達到約5千萬美金。

The Wikimedia Foundation is young. As it takes on new responsibilities and proactively works toward the movement's priorities, its spending will increase. During the strategic planning process, the staff of the Wikimedia Foundation, with the help of The Bridgespan Group, developed detailed assumptions about staffing, operating and capital expenditures, and other costs the Foundation would incur over the next five years. Based on these projections, we estimate that the Foundation's budget might grow to approximately \$50 million by 2015.



*The [strategy plan decision] — to emphasize small donors — is a sound one that I strongly support. Small donors have by far proven to be the most successful, most strongly growing, and least distorting source of revenue for Wikimedia Deutschland.*

— User:sebmol

# Revenue Plan 營收計畫

In 2009, the Wikimedia Foundation decided to focus its fundraising energies on a “many small donors” model, and in 2009–10, the Foundation raised \$8 million from more than 250,000 individual donors, significantly more than the previous year.<sup>23</sup>

We will continue this approach, because it:

- **Aligns fundraising with the rest of the Wikimedia movement.** It is global and it empowers ordinary people.
- **Enables the organization to stay focused on its mission and strategy.** It reduces the possibility that needs and desires of large funders could pull the organization off-target.
- **Creates the correct incentives.** Wikimedia should be accountable and responsive to its readers and editors.
- **Reduces risk.** It ensures that donors will not inappropriately grow to become more valued to the organization than editors.
- **Is highly efficient and effective.** It is by far the most scalable model.
- **Is highly stable.** Individual donations happen on a relatively predictable schedule all year round.
- **Is inclusive of chapters and the global Wikimedia community.** Individual donations can easily become part of community-level fundraising.

In addition to seeking increased support from community donations, Wikimedia will continue to raise limited but critical funds from foundations, major donors, and licensing and other business partnerships.

We believe that major donors and foundations contribute important resources to the Foundation, including connections to useful expertise, thought leadership, and potential partners. As a matter of general practice, however, the Foundation will no longer enter into restricted grants for non-core operational activities and programs.

2009年開始，基金會決定將募款能量著重於「大量小額捐款者」的模式，而2009-10年間，基金會從25萬各自獨立的捐款者中，募集了8百萬美金，比上年度多了許多。

我們將會持續這樣的募款方式，原因如下：

-讓募款的策略與維基媒體運動的價值觀一致

-讓組織能夠聚焦於其使命，降低了被大型捐款者拉離基金會目標的可能性

-打造了正確的誘因，維基媒體本應對捐款者負責且有能力回應讀者與編者

-降低了風險，確保對於組織而言捐款者不會比編輯者還要有存在的價值

-效率高而效果大：這是最可複製規模化的模式

-十分穩定：個人捐款者相對而言，其行動更容易預期

-可包容分會以及全球社群：個人捐款者可輕易融入地方社群層級的募款

除了尋找來自社群的捐款以外，維基媒體運動也將會從其他基金會、鉅額捐款者、品牌授權或其他商業合作的方式持續募集有限但關鍵的資金。

我們相信鉅額捐款者和其他友好基金會對本基金會的貢獻也十分重要，這不只是金錢上，更還有其專業、意見領袖、以及潛在的合作夥伴網絡。然而一般來說，本基金會不再會對其他單位申請非核心活動或計畫的獎助金。

<sup>23</sup> For more detailed information about Foundation fundraising, see: [http://strategy.wikimedia.org/wiki/Wikimedia\\_Foundation\\_fundraising](http://strategy.wikimedia.org/wiki/Wikimedia_Foundation_fundraising)

# The role of Wikimedia chapters

維基媒體分會的成立出中視希望能夠志工群們在地方上可以組織來服務維基媒體運動。在2011年的今天，全球共有30個分會，大部分設立於歐洲，而亞洲與南美的國家也有少許設立分會。大部分的分會仍是小型、全為義工的組織。

分會是自主成立的組織，意在地區性的支援、推廣維基媒體計畫。他們的目標一如本基金會之宗旨，是「培力全世界民眾透過開放授權或是公共領域的授權方式，收集與發展教育性的內容，並且有效的散佈其內容至全球各地」

分會透過下列活動支持維基媒體願景：Chapters are engaged in a range of activities in support of Wikimedia's vision:

-推廣活動：拓展、增加貢獻維基媒體計畫社群志工的多元性

-公共溝通：提昇維基媒體與一般媒體或是其他相關單位對運動的理解

-立法遊說：讓知識開放

-聯繫社群：增進友誼與互動機會

-產生知識：為維基媒體計畫提供加值的相關專案

-開發夥伴：與文化或學術機構合作，讓知識更加開放自由，並協助機構單位對維基媒體貢獻

-募款集資：支持本基金會全球性的活動，位在地方會與社群募款

Wikimedia chapters first emerged out of a desire among volunteers to create organizations that could serve the Wikimedia movement on a local level. As of 2011, 30 chapters have formed, with extensive coverage within Europe and more limited coverage in Asia and South America. Most chapters are still small, entirely volunteer organizations.

Chapters are independent organizations founded to support and promote the Wikimedia projects within a geographic region. Like the Foundation, they aim to “empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.”

- Outreach activities to expand and add diversity to the community of volunteers contributing to Wikimedia projects.
- Communications to improve the understanding of Wikimedia and engage with and respond to media and other stakeholder inquiries.
- Advocacy on behalf of free knowledge.
- Community-building activities to help reinforce social bonds.
- Knowledge-creation projects to add valuable resources to Wikimedia projects.
- Partnerships development with cultural and knowledge institutions to help make knowledge free, and to help institutions contribute to Wikimedia.
- Fundraising to support the Wikimedia Foundation's global activities and to fund the activities of the chapter and the local community.

此五個運動優先事項，也提供分會許多機會與挑戰：

The five movement priorities hold specific opportunities and challenges for chapters:

**Stabilize infrastructure** Chapters provide important capacity for the movement's work, however most are still young. The chapters will need to improve their capacity to serve their communities at a greater scale of impact.

**Increase participation** Chapters will continue to play an active role in organizing and funding in-person community gatherings and in conducting outreach programs to bring new, diverse groups to Wikimedia's projects.

**Improve quality** Chapters will continue to support the work of editors and pursue opportunities to free knowledge in their geographies for use in the projects. They also have an important role in creating content partnerships with cultural institutions in their geographic area.

**Increase reach** Chapters provide the local expertise, infrastructure and passion that can help to [spur](#) project growth. As the movement focuses more energy on the Global South, it will be valuable to build chapters in Asia, Sub-Saharan Africa, the Middle East & North Africa, and Latin America.

**Encourage innovation** Chapters should encourage innovation among the communities they serve and experiment with new approaches to their work.

-穩定基礎服務：分會提供了運動持續運行的重要能力，儘管多數分會仍很年輕。分會將會需要在更大影響的規模下，改善其服務社群的能力

-提昇參與程度：分會將會持續扮演組織、為社群實體見面聚會募集資金、以及發展推廣計畫來吸引多元嶄新的團體加入維基媒體計畫的主動角色

-改善內容品質：分會將會持續支援編者工作，同時積極尋找在當地使用開放知識的機會。分會同時也在創造與當地文化機構的合作上扮演重要角色

-擴張影響範圍：分會將會提供在地地的專業能力、基礎設施以及熱情以激起計畫成長。現在運動花了許多動聚南方國家，故在亞洲、撒哈拉以南非洲、中東與北非、還有拉丁美洲等地創設分會，將極具價值

-鼓勵創新開發：分會應該鼓勵他們所服務的社群創新，同時實驗他們工作上新的解決方法

*My hunch is that people are not using the [smaller language versions of] Wikipedia because of a vicious cycle: People don't want to create the content because no one is reading, and no one is reading because there is no content.*

— Lova Rakotomalala, editor, Global Voices Online



# Wikimedia Strategic Priorities

Stabilize infrastructure

Increase participation

Improve quality

Increase reach

Encourage innovation

## Wikimedia Foundation targets for 2015

Increase the total number of people served to 1 billion

Increase the number of Wikipedia articles we offer to 50 million

Ensure information is high quality by increasing the percentage of material reviewed to be of high or very high quality by 25 percent

Encourage readers to become contributors by increasing the number of total editors per month who made >5 edits to 200,000

Support healthy diversity in the editing community by doubling the percentage of female editors to 25 percent and increasing the percentage of Global South editors to 37 percent

149 New Montgomery Street, 3rd Floor  
San Francisco, CA 94105 USA

Phone: +1 415-839-6885  
Email: [info@wikimedia.org](mailto:info@wikimedia.org)  
Fax: +1 415-882-0495

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