

Movement Strategy Recommendations

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Gratitude

This document has been prepared by the Movement Strategy [Core Team](#) with the support of the community-led writers' group, to provide context, give an overview of the process, and present key components of the [Wikimedia 2030](#) strategy, including the narrative of change, recommendations, and underlying principles. This strategy has been written by our Movement for our Movement, and that makes it unique. It would not exist without many individuals from all corners of the world who joined this journey and made contributions along the way, in the spirit of progress, collaboration and open-mindedness, to envision the future of our Movement. It makes the diversity and richness of perspectives and contexts from our ecosystem a driving force for change, surfacing innovative ideas and real-life solutions.

Deepest gratitude to the [writers](#) who volunteered to bring the recommendations to a consolidated form and wrote the underlying principles that give roots to the strategy. Effort from all members of the [nine thematic area working groups](#) was instrumental throughout this process and greatly appreciated, particularly for the drafting of the recommendations and related conversations. These community leaders ensured rich discussions on key areas of change for the future of our Movement, and the recommendations to advance us towards the [strategic direction](#).

Heartfelt appreciation is extended to local organizers, supporting staff, affiliate liaisons and community strategy liaisons who made this process a true global conversation. Gratitude is also extended to Wikimedia Foundation leadership and the Board of Trustees who have supported and participated in this process since inception and remain invaluable partners. Finally, this process remains indebted to countless individuals from across our Movement who contributed in on- and offline conversations and helped shape the content of this product and the thinking around it.

[Please refer to the list of contributors and process participants.](#)

Welcome

In 2017, we created a [strategic direction](#) for the future of our movement and set ourselves an ambitious shared goal: *to become the essential infrastructure of the ecosystem of free knowledge*. This document presents a coherent change narrative and vision based on our strategic direction, and introduces the strategic recommendations, along with an overview of the process that developed them. It includes the overarching change narrative and underlying principles that pave the way for the future of the Wikimedia Movement.

Our Movement has grown over the past nineteen years in organic and distributed ways – independent, yet wholly intertwined. However, our growth and distribution have also created challenges in alignment and coordination. There are inequities in power, resources, and opportunity that prevent us from reaching our potential and fulfilling our mission. Some challenges have at times led to a lack of trust and understanding, power struggles, and disconnect between people and organizations.

Our cause and existence also face an urgency created by rapid changes in our world. Increasingly, there are threats against an open Internet and free knowledge, and their advocates and contributors. We risk becoming obsolete as information - both sound and controversial - floods virtual spaces. As a Movement synonymous with learning and verifiable information, we have a collective responsibility to ourselves, each other and to the world we serve to be intentional about the impact of our work and the knowledge we share.

Our changing world also offers a wealth of opportunities that can help us advance in our strategic direction. Today, we can connect to individuals, communities, and sources of knowledge more readily than was ever imaginable. We can also ensure that our platforms provide safe spaces and are inviting for those willing to contribute and consume knowledge, and deliver engaging, adaptable, and flexible experiences to them. We require support systems – community empowerment, agency, capacity, resources, infrastructure, and advocacy – to ensure togetherness and continued relevance, growth, and expansion.

As this is a strategic document, many of the ideas put forth will necessitate further exploration, assessment, consultation with stakeholders, and adaptation to meet the needs of the diverse communities of our ecosystem. This requires us to be experimental, collaborative, and remain open, adaptive, and flexible as we journey to 2030 and beyond.

Writers' Reflection

In mid 2018, nine thematic areas were identified as foundational to the strategy itself. Working groups for each theme, comprised of volunteers and staff, embarked on a year and a half long journey to produce this document.

We came from diverse backgrounds, cultures, and areas of expertise, and represented a broad cross-section of characteristics—abilities, genders, ethnicities, ages, beliefs, and contexts. Some of us had a long involvement with the Movement, others were new. Some of us were from affiliates communities, others were staff of the Wikimedia Foundation and partners, others had participated mainly online and as part of editing communities. We began as disparate participants, often unknown to each other, members of the global Wikimedia community, who have since cohered into a team that has a singular, shared focus, namely that of building upon the feedback from across the Movement over our 18 months developing this work. We weren't alone in our journey, and have immense gratitude for the support we received from the Core Team, the community liaisons, and facilitators.

Over this time, forming the strategy has not been comfortable. It consisted of both learning about the problems that we often saw in the Movement but could not address, understanding their importance, and proposing solutions about which we did not initially reach consensus. Writing strategy as a group has required testing ideas and trying to walk the limits to envision a better future — respectful of who we are today, but embracing what we can become.

Each of the ideas presented in these recommendations has been discussed, written and sometimes redrawn several times. Similar to many other projects of the Movement, we have dedicated a lot of volunteering efforts to endless calls, in-person meetings, and asynchronous conversations over the different documents we have worked on. Working on both weekends and holidays, we strove to find a unified way to present the ideas in 13 recommendations. In our diversity, each of us committed to deliver the best for the Movement we love and believe in.

We concentrated efforts into creating this document, and firmly believe it will result in valuable changes for our Movement in as inclusive and expansive ways as possible for all who embrace free knowledge and our vision for what Wikimedia can be in the future. These recommendations are not just what we want for the Movement in general, but as they have been created through all the community feedback and conversations, these comprise our vision for all of us.

We believe both cultural and structural changes are necessary to protect all of us participating across our Movement, increase our diversity, improve our technology, make contributing easier and more representative of global knowledge, more equitably distribute

Writer's Reflection

decision-making power and resources throughout the Movement, and overall improve our ability to work and communicate together.

Narrative of Change

In order to fulfill the strategic direction of becoming [the essential support system of the ecosystem of free knowledge](#), the Wikimedia Movement must have the people and the resources required for it to thrive and grow. Ensuring the [sustainability of the Movement](#) is the requirement that will enable all other strategic recommendations.

For the Movement to grow, we require [cultural changes and shifts](#): we must recognize that our Movement is [people-centered](#) and make changes that address the needs and challenges of present participants, while simultaneously recognizing the needs of future communities. For emerging and future communities to feel welcome, the Movement must embrace [inclusion](#) and [equity](#) as principles, and actively work to remove barriers and improve [users' experience](#). Ensuring the [safety and security](#) of all contributors will be crucial aspects of this cultural change as well.

Cultural change will only be possible if there is [openness](#) for [redistribution of current power structures](#) in the offline community and a Movement-wide recognition of our [accountability](#) to each other. A more [distributed leadership](#), based upon the principles of [subsidiarity](#) and [self-management](#), allowing those affected by decisions to participate and make decisions (particularly about governance and resources), will [redistribute power](#) throughout the Movement. Redistribution will only be successful with a significant investment in [skills development](#) and capacity building — and this, in turn, will require new and different thinking about how resources are allocated and [efficiently](#) used. More equitable decision-making will also require a more deliberate focus on [knowledge management](#), [coordination](#), and [collaboration](#) at all levels of the Movement.

As new communities engage, the Movement will be able to include, welcome, and [adapt](#) to additional perspectives that help expand the representation of human knowledge. New communities and a better understanding of the cultural contexts of existing communities will bring more diverse content and new formats of capturing knowledge, that we will need to understand and integrate into the range of our content productions and projects. The production of high-quality content has always been our focus and will continue to be. This is an opportunity to [consider the impact of content more strategically](#) and to [innovate](#) how it is collected, presented, and consumed.

And finally, the Movement we envision must be [self-aware, dynamic, and adaptive](#). Only then can we have the global impact we aspire to with adequate [scalability](#) for continued growth and becoming the essential infrastructure of the ecosystem of free knowledge.

Principles

Principles are the [fundamental beliefs that guide our work](#) across the [Movement](#), and upon which all the Recommendations are built. As such, these shared principles are our guiding statements of purpose, and together speak to what it means to be a Wikimedian. These principles are integrally and holistically connected and are not presented in any implied order of importance.

SELF-MANAGEMENT & PARTICIPATORY DECISION-MAKING

- Decision-making in the Movement produces the best results from an inclusive, distributed peer process built upon mutual trust and accountability.

SUBSIDIARITY

- Decisions must be taken at the most immediate or local level wherever possible to apply a context for decision-making.

EQUITY & EMPOWERMENT

- All stakeholders must be empowered to engage in the Wikimedia Movement to support the fundamental notion of equity.

INCLUSIVE COMMUNITY DEVELOPMENT

- The development of processes, practices, and structures for the Wikimedia Movement must be based upon inclusivity and diversity of perspectives and identities.

SAFETY & SECURITY

- The well-being, security, and safety of all participants is a prerequisite for sustaining and growing our projects and communities.

CONTEXTUALIZATION & ADAPTABILITY

- Given the diversity of the Movement, our ecosystem, processes, and structures must be evaluated and adapted to each specific geographic, cultural, political, and economic situation.

COLLABORATION & COOPERATION

- In order to realize our vision and strategic direction, we must build strong collaborative opportunities and environments for cooperation, both within and outside the Wikimedia Movement.

TRANSPARENCY & OPENNESS

- Ensuring everyone can clearly understand how our systems, governance, and collaborations work enables participation and responsibility to one another.

ACCOUNTABILITY

Principles

- All of our actions in the Movement must be made with deliberate thought of our responsibilities to and for others.

DISTRIBUTED KNOWLEDGE & EXPERTISE

- The wisdom and expertise on how to grow and strengthen our Movement lies with the reciprocal exchange of knowledge by its people.

RESILIENCE

- The processes, practices, and structures resulting from this set of recommendations must be resilient and durable.

EFFICIENCY

- Efficiency means our processes, practices, and structures must be designed so that our resources are used without waste to reach their utmost potential for impact towards the Movement vision and strategic direction.

PEOPLE-CENTEREDNESS

- Every aspect of our Movement centers on addressing the needs and challenges of the people who power it and whom it serves.

Recommendations

These recommendations are integrally and holistically connected and are not presented in any implied order of importance. Expected Outcomes are tangible, verifiable, and measurable actions expected as a result of the recommendations. In their expanded form, the recommendations are structured in a What, Why, How, and Expected Outcomes format. “What” includes the needs that have been identified, “Why” includes the reasons these are needed to achieve the strategic direction, and “How” includes the steps required to get there.

Promote Sustainability and Resilience

If would like to share your thoughts on this recommendation please do so on the [recommendation’s talk page on Meta](#).

In order to [“become the essential infrastructure of the ecosystem of free knowledge,”](#) as a [Movement](#), we need to be [sustainable](#) in terms of human and financial [resources](#). Only with committed volunteers, staff members, and projects which are easily recognized and trusted to attract users and donors, will we be able to bring about the changes we aspire to make.



For this, we must support [people](#): a dynamic and often changing volunteer base able to bring [new ideas](#), leaders, and methods for [inclusion](#), and staff that provides the support systems and aid communities in [building long-term partnerships](#) to allow our outreach to expand. We must empower and support local groups and all [stakeholders](#) to tap into existing and new ways of acquiring funds and other resources and become more self-sufficient.

Expected outcomes

People

- Design and provide standards for multilingual professional training for organizers, advocates, and staff to help the members of our Movement to achieve and sustain our strategy.
- Elaborate a list of indicators to ensure [cultural change](#) happens and [measure](#) them on a regular basis.
- Grow communities and hire dedicated local staff, when relevant, who are part of the communities they serve, to increase community involvement in leadership and the ability to advocate on their own behalf.

Recommendations

- Design a systematic approach to evaluate volunteer needs to take into account their volunteering profile and local context as the basis for comprehensive and effective volunteer support and recognition.
- Conduct research into opportunities to better recognize all types of contributions through various compensation paths for non-editing volunteerism.
- Design systems to [track](#) and support contributors taking up new roles, to increase their satisfaction and productivity over the life of their participation.

Structure

- Design a document that captures basic rules for fundraising and defines what parts might or might not be changed and adjusted according to local context and needs.
- Improve brand awareness for current and future projects, to secure the attention, trust, and interest of users, volunteers, and partners.
- Utilize research to develop a long-term strategy, which can be adapted to local contexts, to inform fundraising and increase revenue streams across the Movement that are consistent with our shared principles and is overseen by the global Governance Body.
- Identify and resolve the core issues which prevent our software platform from having a more thriving third-party ecosystem.

Create Cultural Change for Inclusive Communities

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to make [cultural change](#) founded in Movement-wide standards for an inclusive, welcoming, [safe](#), and [collaborative](#) environment that enables [sustainability](#) and future growth through extensive consultation with the involved communities.

Based on that consultation, we must create reporting processes and enforcement mechanisms for those standards, which respect [community autonomy](#) as much as possible but include [safeguards](#) for when a community consistently fails to apply the standards. These mechanisms need to be evaluated to test their effectiveness in bringing equitable opportunities for participation and diversity.



Expected outcomes

- Create a Movement Charter of shared values and principles to sustain and grow a welcoming, safe Movement, through a consultative process of all stakeholders.

Recommendations

- Create a [clear and transparent](#) Code of Conduct for Movement-wide behavioral standards and enforcements to establish basic community responsibilities for safeguarding and maintaining a healthy working atmosphere, along with procedures to be followed for reporting and follow-up.
- Establish Movement Governance Documents for all offline Movement bodies and organizations.
- Develop a process of [evaluation](#) to test the effectiveness of existing policies and procedures at every level of the Movement to ensure equitable opportunities for participation concerning diversity and inclusion efforts for existing and future communities.

Improve User Experience

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to continually improve the design of our platforms to enable [everyone](#)—whatever their gender, culture, technological background, or physical and mental abilities — to enjoy a fluid, effective, and positive experience during both the consultation and contribution to knowledge throughout the Wikimedia ecosystem.

The strategic direction also states that “anyone who shares our vision should be able to join us,” so we must strive towards a reality where people are not held back in any way by related barriers or unaddressed needs by our technology and people. We must encourage communities to [work towards shaping](#) the projects to match the needs of those who are using them as knowledge consumers, along with those who are not yet participating as contributors.



Expected outcomes

Technology

- Involve representatives of all [stakeholders](#) in an iterative process of research of the UX within and outside our platforms to propose, test, and implement changes.
- Provide easy-to-use technological enhancements that have been tested with a broad representative sample of current stakeholders and potential new members.
- Provide user interfaces purposely designed for a wide range of devices, such as from mobile phones and computers, so that users can contribute in diverse contexts.
- Provide newcomers with easy-to-find and easy-to-understand resources, such as onboarding media and guiding interfaces helping them independently navigate and learn their way.

Recommendations

- Provide easily accessible pathways for users to report incidents, either technical or human, and have them addressed effectively, and with appropriate urgency, regardless of language or location, while respecting privacy.
- Provide new mechanisms that allow finding peers with specific interests, roles, and objectives along with [communication channels](#) to interact and collaborate.
- Provide mechanisms so that users can give feedback on the degree of satisfaction with every platform and functionality, and an easy method for everyone to access this information.
- Ensure our platforms comply with the most advanced accessibility guidelines (WCAG for web, W3C mobile web best practices, etc.), such as through diverse font sizes for the visually impaired or video subtitles for the auditory impaired.
- Ease the path to propose and create new wikis (including new language versions) and to reuse community-developed software features on them.
- Invest in efficient and usable developer tooling to allow technical contributors to create and maintain their tools.
- Create a communication space for Third-party developers to encourage the enhancement of our software aiming at creating new interfaces based on technological trends such as AR browsers or IoT Glasses that improve our user experiences.

People

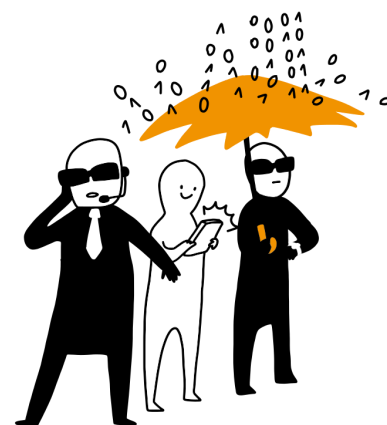
- Provide training to avoid conflicts, processes for mediation and conflict resolution when they occur, and follow-up best practices to apply in the aftermath of the conflict to avoid future recurrences.
- Provide a welcoming environment through mentor-based programs that actively reach out to newcomers using best practices both within and beyond the Movement to help and guide them in contributing.

Provide for Safety and Security

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We must ensure [contributors](#) have the proper conditions and resources enabling them to work without having their personal and communal [security](#) compromised. Any issue related to the safety of free knowledge contributors in one community will be considered a matter of utmost importance to the whole Movement.

We must provide policies and procedures for all stakeholders' protection, based upon a [contextual evaluation adapted to varying environments](#). These need to ensure participants have adequate safeguards to prevent and react to threatening



Recommendations

situations. Necessary resources must be made accessible for all stakeholders to be able to deploy the infrastructure needed to protect them in their context.

Expected outcome

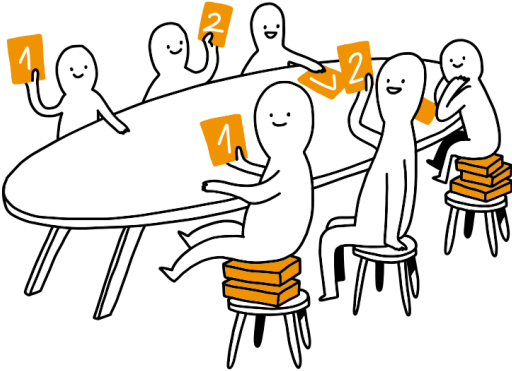
- Create [clarity and transparency](#) around behavioral standards and enforcement/resolution processes/procedures for all Movement stakeholders. This would begin with a universal Code of Conduct and establish viable structures for conflict resolution across all Movement levels.
- Develop a security plan, based on an analysis of contextualized environments and participant needs, which organizes technical, human, and legal support processes to protect the physical and psychological well-being, safety, security, anonymity, and privacy of all our stakeholders, along with rapid-response procedures to follow in emergencies.
- Establish easily accessible incident reporting and support systems on and off-Wiki to provide stakeholders with solutions to protect themselves, take precautionary measures, and mitigate threats to their security, safety, well-being, and privacy.

Ensure Equity in Decision-Making

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to ensure equity in decision-making at all levels. The Movement is composed of communities and individuals from all over the world. This diversity and richness of perspectives is essential in moving towards knowledge equity, which can only be achieved by “focussing our efforts on the knowledge and communities that have been left out by structures of power and privilege.”

We have made a commitment to “welcome people from every background to build strong and diverse communities.” Hence, we consider that empowering these [people](#) in current and future communities is essential on our path towards the future and the [well-being](#) of our Movement. This empowerment includes [sharing responsibilities](#) and ensuring [equitable opportunities](#) for participation in decision-making. Inclusive growth and diversification requires a [cultural change](#) founded on more equitable processes and representative structures.



To realize these goals, we must create new structures to enable the distribution of power and resources and to represent all the stakeholders and legitimize decisions that affect them. The

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new structures are being proposed after assessing the functions and impact of the existing structures. These structures need not begin in full force during the implementation of the Movement Strategy and can be rolled out in a gradual and emergent manner with consultation and after more involved discussions with the stakeholders.

This recommendation is structured in subsections, which are founded on the premise of contextualized consultation in an [equitable process](#) with broad and diverse stakeholder participation guiding all decision-making and allocation actions:

- [Establish a common framework for decision-making](#)
- [Enable equitable representation in global decision-making](#)
- [Enable the empowerment of local communities](#)
- [Participative resource allocation](#)
- [Open pathways to power positions](#)

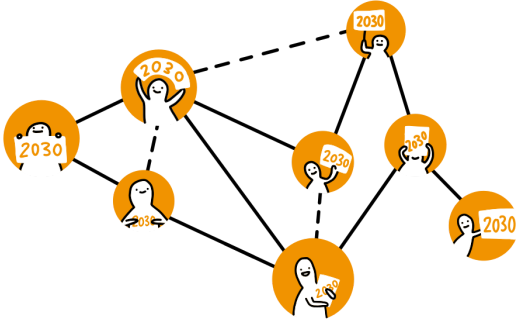
Expected outcomes

- Establish a Movement Charter to create a common understanding of our shared principles, values, and governance behaviors.
- Establish a global Governance Body with an equitable distribution of representatives from throughout the Movement as a basis for facilitating Movement-wide actions and accountability of our [inclusive](#) and diverse global strategy.
- Create [emergent regional structures / regional hubs](#) to establish coordinated, participatory, and context-based resource allocation and capacity building processes, which respect the self-determination of relevant communities, decided upon by the recipients.
- Dedicate equitable budgets for community growth, incorporating scoping and direction from the global Governance Body, which will have oversight on targeted goals, for participatory, stable, reliable, [unrestricted](#), and regular fund allocation to allow communities to develop their capacities and activities over a sustained period of time.
- Design, actively involve, and inform communities about processes for decision-making regarding equitably allocating resources.
- Establish conflict resolution mechanisms at all levels of the Movement.
- Evaluate and define Movement roles and responsibilities to bring clarity as to who has authority for action and make clear the pathways for joint decision-making, appeal, and communication.
- Evaluate whether anonymous voting and term limits are applicable in meeting contextual needs for both online and offline communities.

Foster and Develop Distributed Leadership

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We must recognize and invest in current and future leadership development to ensure the Movement's growth in an [equitable](#) and [sustainable](#) way across all communities. We envision a Movement built by qualified, well-trained, socially- and technically-skilled individuals from different backgrounds that reflect the [diversity](#) of the global communities.



To achieve this goal, we must train, support, and retain Movement leaders who reflect their local communities. Then, we need to actively recruit, encourage, and develop new leaders to ensure diversity and distribution of power in leadership positions. We also need to encourage each community to plan and allocate resources, tools, and information for fostering and developing leadership both at the local and global levels.

Expected outcomes

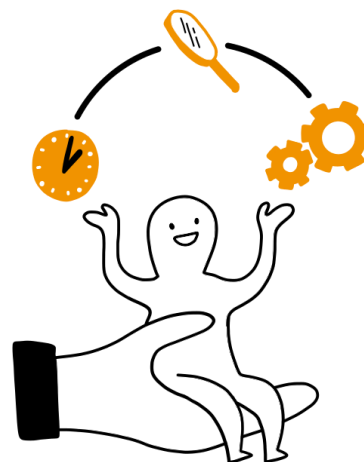
- Evaluate necessary leadership skills and create a systematic, globally-coordinated leadership development plan to empower and enrich communities throughout the Movement.
- Provide training options at the local level to allow individuals to acquire leadership skills relevant to their communities.
- Empower a network of Movement leaders that reflect the diverse communities for which we strive. Individuals from previously [underrepresented](#) groups should be actively sought, encouraged, listened to, and supported to move to positions of leadership.
- Develop a Movement-wide platform for knowledge management to facilitate the transfer of knowledge concerning leadership at a global and local level.

Invest in Skill Development

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to invest in skills development empowering all of our communities to grow equitably, [thrive, and continuously adapt](#) to upcoming [challenges](#). To equitably develop around the world, we must reinforce capacities for more offline-focused activities, such as advocacy, partnership-building, fundraising, [leadership](#), and project management.

We must invest in both individuals and partner organizations to develop the indispensable [technical skills](#) needed to contribute, as well as [people-centered](#) skills, such as communication, conflict resolution, and intercultural dialogue, to enable the [cultural change](#) we envision. This requires various methods, among them, a platform that is [equitable](#), [transparent](#), and [contextualized](#), relying on [distributed knowledge and expertise](#).



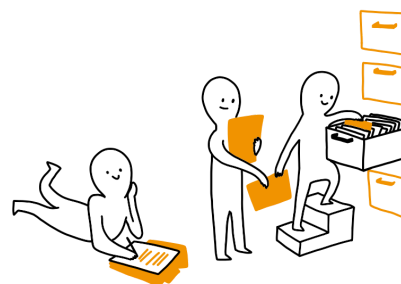
Expected outcomes

- Create a user-friendly, multi-lingual, multi-format platform to host training materials, enabling autonomous and self-directed learning, peer-learning, mentoring, and networking.
- Design “learning packs” for individuals and organizations joining our Movement to embed skills and knowledge development within all of our practices.
- Allocate substantial human and financial resources to skills development to contextualize support with dedicated, coordinated, global, and local staff and partnership programs.
- Create a system of skills assessment, mapping available and missing skills, and delivering official skills recognition (e.g., through open badges certification).

Manage Internal Knowledge

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We must make the internal [knowledge](#) of the Movement easy to capture, discover, adapt, and consume by all stakeholders to facilitate both individual skill development and growth in [an equitable](#) way across all communities.



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All the internal knowledge produced in the Movement belongs to it, and we must ensure its findability and usability by any participant. We must establish a knowledge base for internal knowledge, dedicated staff for content curation (including discoverability and quality assurance) and user support, supplemented with a service/database of peers for matchmaking.

Expected outcomes

- Establish a user-friendly, inclusive, functional, participatory, multi-lingual, and searchable knowledge-base system with access to all Movement learning assets.
- Make multiple forms of knowledge and how to communicate them accessible and representative of our diverse communities.
- Contextualize and communicate internal learning through training by local experts, or cohort-based learning; and supported by integrating with the learning environment.
- Provide dedicated staff to assist with content curation, discoverability and quality assurance, user support, and to facilitate peer-to-peer matchmaking.
- Facilitate a culture of documentation to be treated as an integral part of Wikimedia's work and as an outcome in itself by resourcing its creation in key areas, such as capacity building, advocacy, partnerships, and technology.

Coordinate Across Stakeholders

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We must enable coordination among all the various stakeholders to ensure our alignment and to achieve our goals. Coordination is the essential backbone functioning for the Movement we envision.

We must develop a practice of [cooperation and collaboration](#) among the different stakeholders to advance towards more equitable decision-making. Coordination must be facilitated by Movement structures, as well as technological solutions and platforms that take into account the different participants' needs in context and the [internal knowledge](#) of the Movement.



Expected outcomes

- Create living, governance documents defining clear responsibilities and expected capabilities that reflect our common shared values, principles, and accountability to each other and facilitate growth, inclusiveness, and diversity.
- Develop a collaboration function that is built-in throughout all Movement organizational structures, making them capable of managing joint decision-making.

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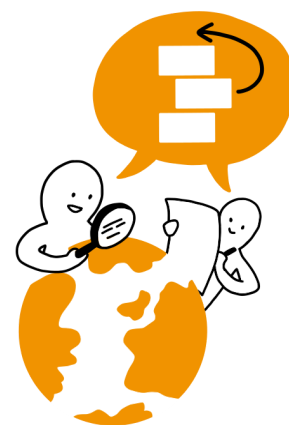
- Develop emergent support structures, when relevant, as a part of the Movement structures to coordinate support of Movement-wide, regional, or thematic focuses and foster communication and collaboration so our people and technology can be productive assets, relevant in a broad range of contexts, and be sustained.
- Design a “Technology Council” which coordinates the requirements for introducing new functionalities in software and invites all stakeholders in the Movement to put forth ideas for new features in an open and transparent software functionalities and projects proposal process.
- Enhance communication capacities to enable better [management of knowledge](#), exchange of information, support, and collaboration amongst internal and external partners.

Prioritize Topics for Impact

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

As a [Movement](#), we need to conceptualize our content not just in terms of quantity, but also in terms of which kinds may have more useful [impact](#) globally.

For this, we must [track](#) and understand how we impact knowledge consumers' lives, prioritize initiatives and areas of content so as to maximize that impact, and build the capability to protect it when necessary. This shift requires a [transformation of our culture](#) and practices in the way we evaluate the content and the creation of supporting tools.



Expected outcome

- Conduct research and analysis to provide a clear list of topics that have the greatest impact on the world and on knowledge consumers' lives.
- Establish the tools and know-how necessary for evaluating and tracking content and its potential and actual impact at a detailed level.
- Organize discussions to improve our shared understanding among different Movement stakeholders of impact, principles, and the effective ways to measure it.
- Assess geopolitical risks which impact our content across different projects to minimize the effects of misinformation.
- Support volunteers working on high-impact areas in activities that indirectly affect time dedicated to content generation, such as capacity building and community organization.
- Develop processes and relationships to work with specialized partners who can assist in prioritizing topics.

Innovate in Free Knowledge

If would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to expand the range of our free knowledge projects constantly. We have no way of knowing if textual, encyclopedic content will continue to be valued and fulfill the [needs of knowledge consumers](#), just as we do not always include the knowledge of some marginalized communities.



By innovating in different content formats and technologies that will be used in the future, along with experimenting with policies for knowledge inclusion, we can create new projects and adapt current ones to encompass content we do not cover yet to stay relevant on the Internet and aim at knowledge equity.

Expected outcomes

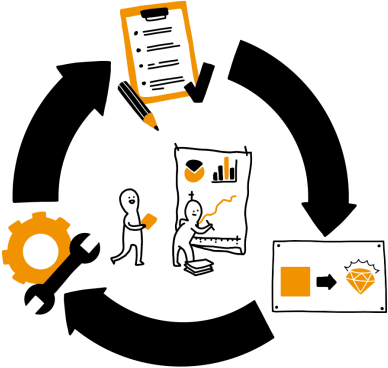
- Create policies for continual experimentation with projects of various scales, measured by content usability for various audiences and obtaining more equitable coverage of knowledge.
- Create spaces for continual experimentation with projects based on multiple types of knowledge, content formats, and devices.

Evaluate, Iterate and Adapt

If would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to continually evaluate our progress toward our internal and external goals to be able to dynamically iterate, adapt, and upgrade our socio-technical processes and structures. This will allow us to remain flexible in dynamic contexts and to ensure our programs and actions are well-directed and [efficient](#).

We must evaluate all the areas, including [content coverage](#), community and governance diversity and inclusivity, [skills development](#), [partnership impact](#), technology efficiency, and platforms' [usability](#) and [accessibility](#). Results must be widely and clearly communicated across the Movement to increase



Recommendations

self-awareness and [accountability](#) among all stakeholders, allowing us to adapt our strategies accordingly.

Expected outcomes

Evaluation:

- Establish clear criteria for evaluation based on our goals: impact, inclusive user experience, people-centeredness, and equity to facilitate planning and decision-making at all levels for our growth and sustainability.
- Establish mechanisms to clarify mutual accountabilities for any stakeholders within the Wikimedia Movement.

Iteration:

- Monitor progress on implementing equity in the Movement by evaluating diversity and newcomer inclusion as fundamentals of participation in the Movement.
- Evaluate strategic changes to make sure that both the current communities and future diversity of profiles are always taken into consideration as we implement strategic recommendations.
- Provide evaluation with resources and experts on any given area.
- Develop a comprehensive evaluation system for capacity building in order to allow stakeholders to understand and value their progress and feel supported in their inclusion.
- Iterate processes that propose changes in technology, policies, and governance systems to promote validation through research and testing.

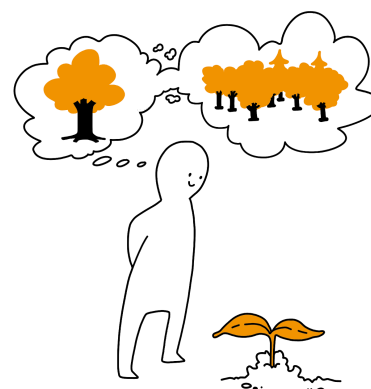
Adaptability:

- Adopt policies and procedures based upon evaluations of the changing world and the changing Movement to meet new and altered situations and challenges.
- Increase the flexibility and adaptability of the structures and approaches we develop.
- Plan, budget, and invest in research to make adjustments as required for improvements, innovations, and impact.

Plan Infrastructure Scalability

If you would like to share your thoughts on this recommendation please do so on the [recommendation's talk page on Meta](#).

We need to constantly and consistently [evaluate](#), plan and upscale our infrastructure so that all the Movement [stakeholders](#) are able to participate. Our infrastructure encompasses the technological platforms and processes for areas such as advocacy, capacity building, or partnerships.



Recommendations

We must create a fluid ecosystem so that our infrastructure serves [our needs](#) as we grow. In this sense, to bring about significant change, planning infrastructure scalability requires consideration of risk management and assessment, [ensuring inclusive decision-making spaces](#) and [enabling coordination](#), establishing protocols and roles and responsibilities, and investing sufficient resources in implementation.

Expected outcomes

- Create dedicated teams or Movement entities to analyze our infrastructures with a focus on optimization and risk assessment to ensure the scalability and sustainability of the Movement.
- Create structural support spaces with clear rules of engagement to address the needs in technology, governance, and resource distribution; partnerships and other collaborators; and third-party developers.
- Invest in communication solutions and processes to support community discussions, participatory decision-making, and consensus-building at scale.
- Adopt a plan delineating roles, responsibilities and practices to onboard, train, monitor, and retain technical contributors in various capacities.
- Design a process to facilitate communication between developers and other technical contributors to network, coordinate innovation, and provide and obtain support, as well as have input on decisions and resource allocations that impact the communities.

Process

Finding solutions to enduring challenges together (2017 - 2018)

Our ambitious strategic direction was set in 2017 with broad support from across the Movement: that *by 2030, Wikimedia will become the essential infrastructure of the ecosystem of free knowledge, and anyone who shares our vision will be able to join us*. With the strategic goals of *knowledge equity* and *knowledge as a service*, it was time to figure out how to actually navigate there. After conversations around [movement roles](#), [fund dissemination](#), and the [Chapters Dialog](#) earlier in the decade, nothing had fundamentally changed. So we embarked on a novel opportunity for the Movement to shape its future together.

Collective ownership and the working group model (2018 - 2019)

A strategy Core Team was established in spring 2018 to design and lead the process to create recommendations for the necessary changes in our systems and structures based on the strategic direction. Building upon prior strategy work and Movement conversations, nine thematic areas were identified, and key questions were developed to guide the work. A working group model was adopted, enabling people from across our Movement to focus their expertise, skills, and perspectives around a specific thematic area. This model challenged conventional boundaries created over the years between stakeholders in the Movement and created pathways for communication and collaboration. Close to one hundred people joined — affiliate and WMF staff, Board members, as well as volunteer contributors — as agents of change.

Dedicated outreach was made to include a broad cross-section of perspectives and backgrounds in each group to represent our diversity and enrich the conversations. The onboarding of such diverse teams, building productive workflows, managing personal dynamics, and generating content was a learning experience for all stakeholders involved and at times, proved very challenging. For many people, thinking beyond immediate needs and programmatic barriers to focus on long-term strategy and structural change was difficult. Despite these challenges, the wealth of knowledge generated and the reach of connections and engagement has proven vastly valuable and has motivated many to keep going.

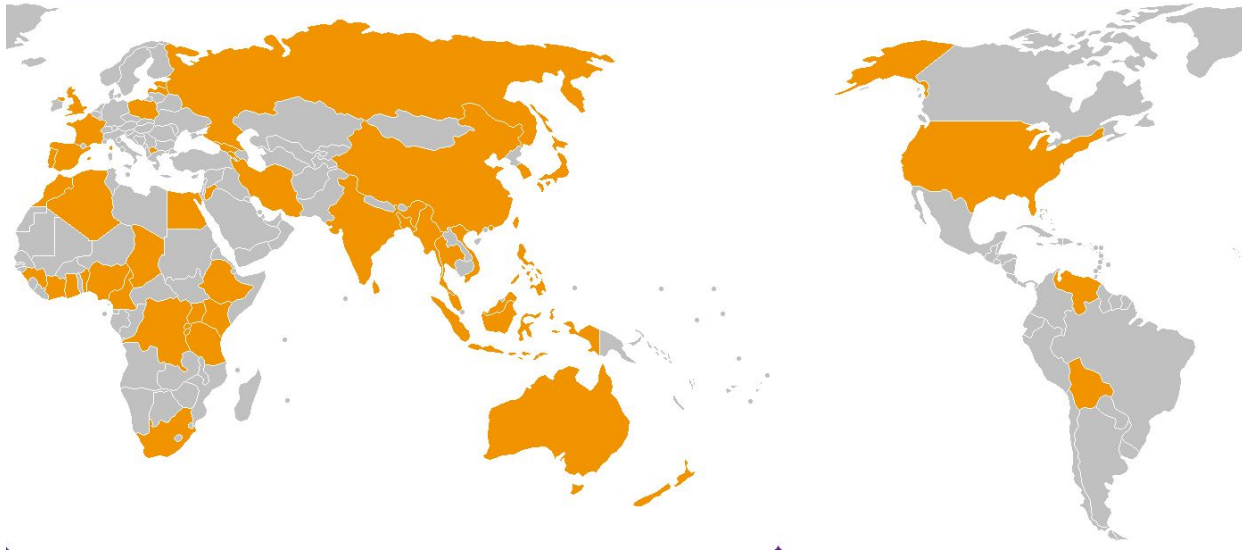
Input from across the Movement (2018 - 2019)

In addition to the expertise and perspectives that members of the working groups contributed since the start of this process, the ideas put forth in this document are also grounded in research and vibrant discussions spanning digital and physical spaces. Different research projects were commissioned by the working groups to ensure the recommendations were well informed and incorporated rich perspectives from beyond our Movement. For offline events, regions where the biggest growth potential is necessitated for Wikimedia in collection and dissemination of free knowledge were a priority. These include:

- Strategy Space at Wikimania Cape Town (2018) and Wikimania Stockholm (2019);

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- Movement strategy and thematic area conversations at Wikimedia Conference 2018 and Wikimedia Summit 2019;
- 48 strategy salons, including 13 salons especially targeted to young audiences;
- 2 regional Strategy Summits (ESEAP, East Africa);
- 7 contracted Strategy Liaisons to conduct conversations in online spaces for major languages (Arabic, French, German, Hindi, Mandarin, Portuguese, Spanish)
- 150 movement affiliate strategy liaisons to facilitate conversations.



Map of the communities involved in organized strategy salons across the globe

All the conversations were summarized and brought to the attention of the working groups to inform their recommendations and enrich their discussions. These materials can be further used in the contextualization of the recommendations during implementation.

Creating the recommendations (June - September 2019)

The recommendations presented in this document are based on two previous drafts. A first rough draft was shared online in August 2019 with the additional goal of connecting with stakeholders in-person at Wikimania in Stockholm. These engagements and further virtual and physical discussions led to a second draft of recommendations for most working groups, taking their initial effort from a problem-solving level to a broader level of strategically proposing solutions for our systems and processes.

A first attempt to integrate the recommendations was at the Harmonization Sprint at the end of September 2019 in Tunis. The meeting convened with approximately 30 selected and elected representatives of the working groups. However, the work structure of the meeting was too complex and coordination insufficient. Systematic alignment of the recommendations proved to be more challenging than anticipated, and it was difficult to create coherence. As a result, the consolidation of the recommendations was not accomplished, but seeds for underlying

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principles to support our course for 2030 were planted. These principles have been further developed by the writers and are a part of this Wikimedia Movement strategy product now.

Getting us to the final sprint (October 2019 - January 2020)

Steps forward were co-designed with a team of 15 working group members who volunteered to continue as writers. They reorganized the thematic area recommendations with similar ideas together as presented in this document, based on the intentions of the working groups and the communities who had enriched their ideas. After an intensive work week together in early December, a small team of writers worked on final refinements to the document and the creation of a single, coherent version to go to all people across the Movement for feedback and input. In the final sprint, three writers held daily conference calls to coordinate on matters of style, presentation, format, language, and readability, along with ensuring the document was representative of the rich feedback and ideas shared over the previous 18 months.

Future Steps

If these recommendations are not approached with an open outlook, willingness to discuss, and enabling environments, our Movement risks losing momentum in many regions where we urgently need to grow and diversify. We must be accountable to ourselves, to each other, and to our mission and vision to remain a bright beacon in a world increasingly gripped with censorship, misinformation and the commercial dominance of digital spaces. This requires us to look at the recommendations wholly, earnestly, and with open minds and hearts as we transition towards implementation and the discussions it requires. This document will be reviewed by the Movement and then finalized to be approved yet again before June 2020. To successfully implement the recommendations, more consultation, Movement conversations and meaningful discussions need to take place.