



STRATEGIC  
MANIFESTO

WIKI MOVEMENT BRAZIL

2023-2025



➤ In early wiki years we were a group of good hearted geeks, perhaps digital quixotes, partly having fun on a collaborative project, partly contributing to the mission of bringing together the sum of all human knowledge on an open platform. We couldn't imagine that the ecosystem we were building, editing after editing, would become the internet's basic infrastructure and a global movement.

The social relevance of open knowledge in general and of Wikimedia in particular requires our organization to coordinate our actions around a new imagination. Wiki Movimento Brasil embraces in this Strategic Manifesto the responsibility to act with intentionality for the defense and extension of open knowledge.

Our strategy for 2023-2025 was built in a participative process, listening to what our community - consulted in different ways throughout the year - expects from us. Having a sociotechnical infrastructure for the open internet with equity, reliability and safety is the destination that guides us. To reach it, we define in this document our Wikimedia agency and our utopic-realistic planning for open knowledge. ➤

*V. A. Melo*

Valério Andrade Melo

President of Wiki Movimento Brasil

*Valério Andrade Melo, from WMB, and Diana Santos Souza, from the Network of Black Historians, sign a partnership for free knowledge, during WikiCon Brasil 2022.*



Donatas Dabravolskas

➤ Wiki Movimento Brasil emerged from some community organization experiments dating to 2005 and 2006. Those strictly volunteer and informal experiments aimed to organize groups of editors and outreach the Wikimedia projects in Brazil.

➤ The Grupo de Usuários Wikimedia no Brasil, whose trade name is "Wiki Movimento Brasil", was officially recognized by the Wikimedia Foundation in 2013.

➤ Six founding members came together in 2016 to elaborate the first strategy for Wiki Movimento Brasil. In the following year, the associa-

tion had its statutes registered in a notary's office and established a professional structure.

➤ Although it was derecognized by the Wikimedia Foundation in 2018, Wiki Movimento Brasil did not interrupt its activities and was recognized by the Foundation again in 2019. It consolidated its professional team in the following year and increased the number of associate members. At the time of group-wide writing of this multi-year strategy in 2022, Wiki Movimento Brasil has 32 associate members and is a key component of the Wikimedia Movement.

## HISTORY AND CONTEXT



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*Strategic discussion about the future during WikiCon Brasil 2022.*



w.wiki/5upR

*The WMB Strategy portal provides more information on the production, research and writing of this manifesto.*



Sturm

*Wiki Movimento Brasil Strategy Meeting in Descalvado, São Paulo, in October 2022.*

➤ WMB's 2023-2025 strategic planning was based on the Wikimedia Movement Strategy 2030 and the formulation of a Theory of Change in 2021.

➤ The process for researching, producing and writing the Strategic Manifesto began in November 2021 and lasted one year. 65 people participated.

➤ The work was in charge of a Strategy Committee, made up of volunteers and WMB employees, in consultation with the wikimediam community and with the support of an external consultant. The committee had fortnightly virtual meetings and met in person on two occasions.

➤ The writing combined multiple methods, including benchmarking, literature review,

qualitative and quantitative research, immersive identity analysis, and normative validation.

➤ At WikiCon Brasil, in July 2022, there were strategic discussion sessions and focus groups with the Brazilian community.

➤ Semi-structured interviews were conducted with global leaders of the Wikimedia Movement to understand international expectations regarding the WMB.

➤ In October 2022, an executive session of the Strategy Committee was held, in a rural retreat, in Descalvado (SP), for the writing of the final proposal of the strategic planning.

➤ This Strategic Manifesto was approved at the Wiki Movimento Brasil Extraordinary Assembly, on November 2, 2022.

## A DIRECTION FOR WMB

## METHODOLOGY AND PROCESS





**(RE)IMAGINE THE  
SOCIOTECHNICAL  
INFRASTRUCTURE OF THE  
WIKIMEDIA MOVEMENT**

**PROMOTE  
KNOWLEDGE  
EQUITY**

**Social  
empowerment**

**Decentralized and  
territorialized  
governance**

**DEEPEN AND DIRECT  
NETWORKS OF GOVERNANCE  
WITHIN THE WIKIMEDIA MOVEMENT**

**FOSTER AND  
DIVERSIFY  
PARTNERSHIPS  
FOR OPEN  
KNOWLEDGE  
IN BRAZIL**

**COORDINATE  
THE BRAZILIAN  
WIKIMEDIA  
AGENCIES**

Lead processes  
and develop  
products and  
technologies via an  
an autonomous  
South-South manner

To critically  
recognize the  
absences and activate  
the blossoming of  
marginalized communities  
and knowledge with  
fair and safe  
methodologies

To coordinate  
strategic processes of the  
Lusophone community, partner  
affiliates and emerging  
political structures in the  
Wikimedia Movement

To contextualize  
autonomous Brazilian  
protagonisms in networks,  
participatory governance  
and safe spaces

Welcoming and  
safe environments,  
with certainty over  
expectations

To weave  
sustainable networks of  
cooperation and dissemination  
between peers of open  
knowledge and Brazilian  
Wikimedia agencies

**A culture of  
positive  
disagreement**

**Our pillars**

- Collaboration & Sharing
- Sustainability
- Diversity & Decoloniality
- Interconnection & Partnerships
- Social relevance
- Learning
- Reception & Belonging

**Our values**

- Open knowledge
- Deep democracy
- Social justice, especially  
epistemic justice
- The affirmation of plural  
emancipatory protagonisms

**Our personality and style**

- Utopian, yet realistic
- Solution oriented
- Empathetic
- (Self)critical and  
(self)conscious
- Compassionate

**Our purpose**

To be a Brazilian Wikimedian  
agent of activation,  
coordination and social  
transformation for  
open knowledge

**Our mission**

To act on the activation,  
coordination and social  
transformation for  
open knowledge

**Our vision**

To consolidate the equity,  
reliability and safety of the  
sociotechnical infrastructure  
of the open internet



- Build partnerships with cultural and educational institutions and similar organizations, ensure sustainable performance in Wikimedia projects, developing and promoting a continuous network for open knowledge in Brazil;
- Carry out activities and programs to consolidate and diversify the volunteer Wikimedia community in an open knowledge ecosystem, promoting sustainable programs in the community, especially for the effective and safe participation of underrepresented groups and knowledge;
- Organize activities and events within the Lusophone community to communicate and discuss the strategic processes of the Wikimedia Movement;
- Support initiatives to improve content of Wikimedia projects, with special attention to solving knowledge gaps and take action on topics of impact, continuously promoting campaigns against misinformation and the promotion of democracy, citizenship and human and climate rights;
- Develop innovative solutions, both in processes and in products and technologies of the open knowledge ecosystem, for effective action in Wikimedia projects and to foster a culture of open development and collaborative innovation, prioritizing South-South initiatives;
- Promote decoloniality in the global ecosystem of the Wikimedia Movement;
- Document learning and processes to facilitate the reproduction of initiatives by similar organizations that work in favor of open knowledge;
- Foster an organizational culture of well-being, reflection and acceptance, continuously developing internal capacities, in addition to acting in accordance with the Diversity Plan, the collaborative practices of the Management Methodology and the Good Governance Codex regulations;
- To act within the international and thematic integration in the Wikimedia Movement, in tune with the context and the Brazilian wikimedians agency.



# OBJECTIVES

- Expand, improve and diversify content in Wikimedia projects;
- Expand, enable, diversify, retain and welcome communities in Wikimedia projects;
- Strengthen and consolidate the open knowledge ecosystem in Brazil;
- Defend the adoption and deepening of rules for the freedom of knowledge;
- Act for the recognition of open collaborative projects in Brazil;
- Support the integration of Lusophone communities in regional and international processes of the Wikimedia Movement;
- Develop and support new leadership and collective strategic processes in the Lusophone communities of Wikimedia projects;
- Support the entry of social organizations into Wikimedia projects as the basic infrastructure for sharing open knowledge.

# WISHES

Isadora Pinheiro



Donatas Dabravolskas

- Strategy Committee** ▶ Adriane Batata ▶ Felipe Lima ▶ Francisco Venancio ▶ Janiele Pereira ▶ Lucas Piantá ▶ Valério Andrade Melo  
 Veronica Stocco ▶ **Team** ▶ Érica Azzellini (operation) ▶ Fabiana Dias (assistance) ▶ João Alexandre Peschanski (coordination)  
**Participants** ▶ Alberto L. ▶ Alexandre M. ▶ Amanda J. ▶ André B. ▶ Andressa I. ▶ Anna T. ▶ Asaf B. ▶ Beverly J. ▶ Bruno B. ▶ Carla A.  
 Carlise B. ▶ Célio C. ▶ Cornelius K. ▶ Éder P. ▶ Edilson V. ▶ Erika G. ▶ Everton A. ▶ Fernanda C. ▶ Flavia D. ▶ Flávia V. ▶ Geisa S.  
 Giovanna F. ▶ Guilherme A. ▶ Guilherme M. ▶ Hanan E. ▶ Hermógenes T. ▶ Isabela T. ▶ Jessica S. ▶ João B. ▶ João R. ▶ Kaarel V.  
 Kalliope T. ▶ Lirúcio G. ▶ Lucas T. ▶ Maggie D. ▶ Mairon L. ▶ Marilidia B. ▶ Maryana I. ▶ Mercedes C. ▶ Mike P. ▶ Paul B. ▶ Paula N.  
 Paulo P. ▶ Rafael G. ▶ Sandra R. ▶ Sandra S. ▶ Shani E. ▶ Stela M. ▶ Stephanie L. ▶ Tet ▶ Thais M. ▶ Tiago L. ▶ Tila C. ▶ Victor L. ▶ Vinicius S.



**Wiki Movimento Brasil** (WMB) is a Brazilian non-profit association affiliated to the Wikimedia Foundation. Founded in 2013, WMB seeks, among other goals: to amplify, improve and diversify the content and community among Wikimedia projects, especially Wikipedia; and support the role of social organizations in the open knowledge ecosystem.

wmnobrasil



Grupo de usuários

**WMB**  
Wiki Movimento Brasil

