

**Reading material for the Movement
Strategy track at the Wikimedia
Conference 2018
(v. 1.3.)**



WIKIMEDIA
CONFERENCE

Dear participants of the Wikimedia Conference,

In preparation for the Movement Strategy track at the Wikimedia Conference, we have gathered different statements, discussion papers, and concepts that are meant to be an input for your thinking around the contextualization of the Strategic Direction.

While readings these inputs, please ask yourself:

- What opportunities am I seeing for my work and the movement?
- What challenges am I seeing?
- What could we do/change to address challenges and move towards our opportunities?
- What questions keep coming up for me?

Please take these statements and concepts as drafts by the respective groups, teams, and organization. Nothing is set in stone, but meant as starting point for our conversations. On Saturday, there will be a slot in the schedule where you can discuss your questions with the authors of the documents.

Best regards,

Nicole Ebber & Cornelius Kibelka

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Partnerships statement

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Taken from https://meta.wikimedia.org/wiki/Partnerships_%26_Resource_Development/Take_Action

This Document

...is an invitation to a productive discourse about partnerships within our movement and beyond – in the context of the Movement Strategic Direction. We would like to invite other Wikimedia affiliates and communities, the Wikimedia Foundation, and Wikimedia committees or governing bodies, such as the AffCom or the FDC, to join us in this conversation as we jointly work through Phase II of the Movement Strategy.

This invitation is made by the Partnerships Group. We are Wikimedians from 11 countries and affiliates who have been practicing collaboration for free knowledge for many years. We have built our partnership-related competencies jointly and individually over the years in various local and regional contexts. Over the last three years, we have gathered at movement conferences and at focused meetups in Berlin.

We believe that working together as partners within our movement and outside of it is key to achieving the Wikimedia vision. If we want to make all human knowledge free and accessible for everyone, we won't be able to do this alone – which is the reason why working in partnerships will be a core priority for the future.

This statement is a direct outcome of our meeting held in November 20-22, 2017 and is published with an intention to inform the discussion around culture, structures, and resources of Wikimedia during Phase 2 of the Wikimedia Movement Strategy Process and beyond.

Definition

Partnerships in our understanding describe any individuals or groups of people working together towards a shared goal, or a joint vision, sometimes based on an agreed upon strategy or a stated collective impact. Such partnerships are happening within the Wikimedia movement – among affiliates, communities and committees – as well as with external partners such as institutions, organizations, foundations and businesses. A partnership may involve funding, sharing content, engaging in advocacy, shared outreach, or a combination of these. This definition is intentionally broad and inclusive.

Introduction

The Wikimedia Movement 2030 Strategic Direction provides us with a general understanding about who we are, who we want to become and where we want to go as a movement. **Service** and **equity**^[1] are the

cornerstones of the direction. Collaboration and cooperation through partnerships are central means to move towards the direction – both in terms of working together among movement entities and communities and in terms of partnering with others in the knowledge ecosystem.

In Phase 2, stakeholders are about to review the strengths and weaknesses of current movement processes and structures, asking the question: what needs to change so the movement is able to move towards its 2030 vision? We hope that this statement informs Phase 2 of the strategy process, seen through the lens of enabling crucial partnerships.

To fill the strategic direction with life, we will need a combination of resources and structures, supported by a culture that embraces our aspiration for service and equity and allows us to act effectively with our partners. However, many of our own currently established practices and habits perpetuate an uneven distribution of power and privilege. They are not always conducive to building trust among movement partners or to embracing the diversity of our movement and the world. We believe that a more equal distribution of power and privilege will lead to more trust and more diversity among movement partners. This applies to many areas, including communication, governance, learning, decision-making, the division of labor between affiliates and WMF, and of course, the distribution of funds.

Breaking through these outdated habits and ultimately, over time, changing the movement culture to become coherent with our chosen direction can be achieved by changing structures, re-allocating resources, and by testing and modeling existing, new, and promising practices. In this quest, we should take the opportunity to learn from global, social movements with similar conditions, cultures, and challenges.

Discourse Theme

We are a group of people enthusiastic about building our movement through partnerships. We believe that collaboration among Wikimedia movement entities still can be much increased and improved. The same is true for partnerships with external partners – presently they often occur in an ad-hoc, project-based manner only, with little reflection on impact. If we want to achieve our Wikimedia 2030 vision, **we need to think about partnerships strategically and with a focus on impact.**

We should establish better platforms and opportunities for collaborative work. This work needs to be better coordinated, supported with shared responsibilities or roles, assured backbone functions and targeted resources. We would like to see incentives for setting aside more time and setting clear goals to encourage regional and thematic collaborations between Wikimedia affiliates, but also with external partners.

We need to learn how to build and maintain better internal cross-affiliate partnerships, to avoid parallel, duplicate actions, increase sharing and learning and multiply the effect of human and financial resources available in the movement.

Also we need to be strategic and systematic in establishing and maintaining external partnerships. We need to establish common ground with allies, as well as learn from each other and adapt, if needed, our own goals, structures, and dynamics. This will help us to reach out more and provide better service for wider audiences.

We discussed the collaborative shift along the lines of four key thematic areas and began with asking big questions for each:

Culture and Trust

- 1. How do we create trust between our communities and new partners?**
- 2. How do we build trust within the movement?**
- 3. How can the movement grow into a culture of service and equity?**

We feel strongly that trust is a main ingredient of building an equitable movement as much as it is a prerequisite of successful partnerships with entities in the knowledge ecosystem. Establishing a culture of service and equity relies heavily on there being trust among the various movement partners, the communities they try to empower, and with external partners. Trust will only be built through working towards shared goals, based on shared values.

Trust-building can be facilitated through the structures, resources, and processes that accommodate the collaborative work within the movement, such as peer-capacity building and joint, equitable decision-making. Further we also should develop a more genuine, open, direct but respectful communication culture within our movement as well as with our partners. In-person meetings at conferences or different meeting formats help facilitate challenging conversations and can establish trust among movement partners and with external partners.

As a multicultural movement, we need to invest more in developing cultural competence (as in making sure we understand each other) and local context adaptation – not every lesson learned or learning material can be applied in every culture. We should learn from other international organizations and engage them as active partners, as we are not the first to struggle with this.

Structure and Resources

- 1. How do we improve the current structures to create the environment for an inclusive and participatory movement?**
- 2. What are the roles of the various constituents in the movement?**
- 3. How does the movement approach to obtaining funding have to change with the new strategic direction?**
- 4. What is the kind of change required for distribution of resources in order to achieve diversity and equity?**

The partnerships group recommends strongly that in Phase 2 we examine how the current movement infrastructure in terms of governance, communication and resource distribution can be better suited to further the inclusive, equitable, diverse and partnership-ready movement that we aspire to be.

Equity applies not only to free knowledge, but has to become an essential characteristic of our own movement structures. A thorough evaluation and redefinition of roles and responsibilities of the various constituents in our movement towards equity, shared power, and innovation is therefore necessary to improve collaboration among different movement partners.

We further believe that moving towards diversity and equity requires a change in terms of the way resources are developed and distributed in the movement. In a global movement of players with inequitable resources and competencies, more privileged affiliates should support developing affiliates. In turn, there is much to learn from small, new or otherwise different affiliates working in unique

contexts or providing valuable innovative perspectives. This solidarity can be institutionalized through transparent models of resource distribution and shared learning.

In addition, we need structures and dedicated resources that support, promote, fund, and incentivize partnerships, and that allow for multidimensional resource sharing (financial and know-how), as well as pooling of resources between affiliates.

Diversity and Alignment^[2]

- 1. How do we as a movement grow in our diversity while retaining alignment on Wikimedia values and vision?**
- 2. To what extent do we need to be aligned with our partners and allies and how do we get there?**
- 3. How do we make sure we are ready to partner in terms of resources and competencies?**

Our track record so far shows that over the years we have been slow to embrace our diversity, adapt our structures and processes, and make diversity one of our essential strengths. If we want to be relevant in the future and follow our envisioned 2030 direction, this needs to change.

We feel strongly that we need to embrace the diversity of our movement^[3] in order to build coherence and alignment pertaining to our values and our mission. For this, we need to be ready to further develop movement diversity, through creating structures and spaces allowing all voices to be heard and all players to participate. We need to improve our cultural competence, some need to let go of power, and we need to always ask who is missing at the table.

We are going to keep the doors open for newcomers, including individuals from all over the world, as well as local, regional or global organizational, and institutional partners. Ideally, this translates into a constantly evolving diversification – of people involved, activities performed, and content created and shared. As stated elsewhere in this statement, this takes resources, capacities and competencies. In summary, we need to build our collaborative capacity so we can take the time and make the effort to grow relationships and trust in aligned diversity.

Sharing and Learning

- 1. How do we ensure organizational learning?**
- 2. How do we encourage partners to share experience and lessons learned?**
- 3. How can we localize lessons learned?**
- 4. How can we learn from failures of others?**

Movement entities and communities who are working in partnerships all over the world generate a wealth of experiences, lessons, and knowledge every day. While sharing and learning is already a central theme in our movement, we need to learn to do this in way that scales impact. This can be done through ‘localizing’ learnings from movement as well as external partners. Also we need to not only learn from mistakes and successes of our own, but be able to integrate great learnings and failures of others.

Creating strategic partnerships for collective impact is a complex and difficult endeavor we are all still learning. For each affiliate, this includes building the structures and identifying the competencies needed, finding common ground and building trust with partners, down to measuring and scaling

impact. All these tasks need to be further investigated and experimented within the context of our movement and our direction.

An open sharing and learning culture in collaboration with external partners will allow us to use their experiences. Inside the movement we need many opportunities for open dialogue and peer teaching, coaching and mentoring and organizational development. We suggest to move beyond the current practice of 'sharing learning' to a movement approach of mutual capacity building. This will ensure that knowledge around collective impact is not just shared, but applied, recycled, adapted and used for further learning. In this manner, we can evolve as a movement that adapts to the needs and demands of a changing world, increasing our movement's resiliency and relevance.

Call to Action

Following are items regarding partnerships and collaboration on which we should take immediate action:

1. Let's make Phase 2 open-minded, participatory, and transparent, just like Phase 1. This is an **opportunity to build trust** in our movement, as well as to develop a collaborative mindset and working culture.
2. Let's thoroughly evaluate the current strengths and weaknesses of existing movement roles, processes and structures and **co-create essential mechanisms** that will enable the movement to move towards the 2030 Strategic Direction. And let's continuously evaluate and further adapt these in the same transparent manner.
3. Let's make **financial and organisational resources available** that encourage collaboration among movement stakeholders and with partners.
4. Let's **incentivize and resource** peer-to-peer support and **capacity building**.
5. Let's co-create a **shared knowledge, learning and evaluation framework** around what makes partnerships work and what creates impacts for free knowledge.

Note

1. https://meta.wikimedia.org/wiki/Strategy/Wikimedia_movement/2017/Direction#Our_strategic_direction:_Service_and_Equity
2. By alignment we mean functioning basically as one movement, having same core values, similar understanding of who we are and why and how we operate, as well as future goals that support each other.
3. As a global movement we are already diverse. On organizational level we have 1 Wikimedia Foundation, 37 state chapters, 1 thematic organization, as well as 82 local or thematic user groups (https://meta.wikimedia.org/wiki/Wikimedia_movement_affiliates). On community and individual level our movement is even more diverse and complex.

Community Resources Funding strategy

(written by the Community Resources team of the Wikimedia Foundation, taken from https://meta.wikimedia.org/wiki/Community_Resources/Annual_Plan#Community_Resources_Funding_strategy)

GOAL: Movement funds are invested in a way that is:

- Aligned with the movement's new strategic direction
- Aligned with the values of sharing power in decisions, being transparent, and being accountable as stewards of the movements resources.

outcome 1

The Community Resources team is able to prioritize investments (of money, staff resources, etc.) toward a **concrete set of goals** that we believe will make meaningful progress toward our movement strategic direction.

outputs

1. **Conduct research (movement-external input):** Conduct external benchmarking of other movements and funders focused on equity to understand how they have translated a vision of equity into a coherent funding strategy. Benchmarking will help us identify what's possible as an impactful grantmaking organization focused on equity. (Same for Knowledge-as-a-service)
2. **Consult community (movement-internal input):** Collect and analyze community input to understand how our interpretation of strategic directions Knowledge Equity and Knowledge-as-a-Service would impact past, current and prospective grantees.
3. **Adjust/revamp programs to align to strategy:** Translate our movement strategic direction into a meaningful set of **funding priorities**, through which CR would invest its resources (money, staff resources, etc.) and measure impact.

outcome 2

Wikimedia has a grantmaking ecosystem (e.g. programs, processes, committees, culture, incentives) that appropriately supports and incentivizes work in support of the movement's strategic direction.

outputs

1. **Conduct external benchmarking of other movements and funders focused on equity** to understand how they have set up culture norms and processes that support their end goals. Benchmarking will help us identify what new investment models are possible as an organization focused on equity. (Same for Knowledge-as-a-service)
2. **Collect community input** to help us identify what potentially radical change is possible, needed, or challenging as movement resources are redirected toward the new movement strategic direction.
3. **Re-design CR's grantmaking ecosystem** (e.g. programs, processes, committees, culture, explicit and implicit incentives) into one that supports CR's new funding priorities, and ensure accessibility (grant requirements, language, etc).

targets

Outcome 1	Target 1	Measurement method
Community Resources prioritizes investments (of money, staff resources, etc.) toward a smaller set of goals that we believe will make meaningful progress toward our movement strategic direction.	A concrete and limited set (3-5) of funding priorities are created for Community Resources team	Funding priorities are set and posted on wiki
Outcome 2	Target 2	Measurement method
Wikimedia has a grantmaking ecosystem (e.g. programs, processes, committees, culture, incentives) that appropriately supports and incentivizes work toward the movement's strategic direction.	A new or improved set of CR programs exist, and are aligned to CR's funding priorities	Grantmaking programs are set and posted on wiki

Global Event Strategy

(written by the Community Resources team of the Wikimedia Foundation)

This is from our perspective on the [Community Resources team](#), the team that funds about \$2 million in events each year, from Wikimania, to Wikimedia Conference, to 8-15 regional, thematic, and local/national events. Next year we'll be looking at how our work needs to align to the strategic direction, including our support for events.

Where we are today:

Face to face events play a key role in our movement; they put the “social” in our social movement.

- Events build our movement, and offline collaboration enhances online collaboration
- We have been investing in community-led convenings more in the last 5 quarters with the creation of the Conference & Events grant program, funding (18 events, 2.1k participants, from 221 countries with \$700k), plus Wikimania
- But we have not had a strategy that articulates the objectives and purpose of each type of community-led event
- We've seen events improve in their quality of programming and outcomes, and we've seen an increase in diversity in attendees of events. But we've also seen a lot of challenges:
 - Events do not always have clear and achievable objectives
 - Visas, distance & costs for global events limit participation
 - Some overlap in participants across events
 - Support WMF currently provides is limited
 - Event organizers spend a significant amount of time focusing on logistics, leaving them less time to plan programs
 - Organizers/user groups often burn out after events
 - No regular schedule for events; events clustered together
 - Many regional and thematic groups do not have a legal nonprofit status necessary to receive grants over \$10,000. Fiscal sponsorship has been problematic for many of these groups.

What we're thinking

We'd like to see an events ecosystem where each event is designed around a clear purpose, with diverse participants. We'd see these changes as part of our shift to the strategic direction, and undertaken over time:

- Wikimania as a global event, designed to:
 - Build community: knowledge share, inspire, connect, celebrate accomplishments
 - Provides WMF staff an avenue to reach communities
 - An added element of partnership beyond the movement
 - Expand pre- & post- conference offerings, including possible movement building with partners, + outreach
- More & regular regional & thematic events
 - Significantly expanded participation, including funding for more scholarships
 - Regions eligible to host an event every 18 to 24 months (or more) with deeper logistics support
 - Possibilities to bring regionally relevant external partners
 - Objectives: Capacity building, teaching, knowledge sharing, community building, outreach

- These changes are contingent on a few important things:
 - Input from key stakeholders, like you.
 - Resourcing from the WMF
- Wikimedia Conference
 - Annual movement leadership summit about strategy and governance for the organized part of the movement (Affiliates, WMF, Committees)
 - Platform for decision-making, review and advance strategy of movement
 - See discussion paper about WMCON 2019-2020 (next page of this document)

Benefits

All in all, we believe these changes would yield many benefits to our movement

- Equity & increased access: More funding to regional events means more participants, and more opportunities for local leaders to participate in the international movement
- More hands-on logistical support to events, taking burden off organizers
- More advance planning & better scheduling & coordination
- Higher quality, focused events with better programs & outcomes

What we're asking ourselves:

- Who attends each type of event? Who needs to attend each type of event? Who are we missing?
- What topics or activities are useful to focus on at each type of event? Are there important things that could happen at events that we haven't done before?
- What kind of increased support should we include at each type of event? Some ideas we are considering are:
 - Facilitation support: this could mean coaching session organizers on how to plan and manage important sessions, consulting with program committee on the program plan, or attending events to act as a facilitator when requested.
 - Translation support: what are the most important ways we can start to improve translation support at conferences?
 - Admin & Logistics support: this could include support sending visa letters, flight booking through WMF travel agent, project management support to keep timelines on track.
 - Community coordination support: Support from a community liaison to coordinate community input surveys, notify communities about scholarship deadlines, follow up with participants after events with reminders of action items.
- Where should capacity building take place?
 - What kind of capacity building works well at regional events, where there are both affiliates and individual contributors?
 - Do affiliates and movement leaders want to continue to have opportunities for capacity building at WMCon?
 - What skills are fundamental are important for all affiliates, especially newer groups? How do we ensure equitable and reliable access to opportunities to learn these skills?
- ...and, what about Wikimania?
 - Wikimania an extremely large financial investment by the movement. Where does Wikimania fit in this system; what role does it play in our movement?
 - How do we align Wikimania to the new strategic direction, especially about knowledge equity and bringing in people who have been excluded?
 - Should Wikimania continue as is, or does it need to be refined in some way?
- What are our key stakeholders (like WMCon attendees) reactions to this ecosystem approach?

Future of the Wikimedia Conference

(written by Nicole Ebber & Cornelius Kibelka from Wikimedia Deutschland)

Our concept for the Wikimedia Conference 2019-2020 is based on learnings from the last three years of organizing the WMCON. These are our conclusions.

Move away from the WMCON as a one-stop shop

Despite the current success of the WMCON, its concept is unclear; it tries to fulfil too many goals for **too many different audiences at once**. We need to move away from a “one-stop shop” and towards a landscape of more focused, specialized conferences tailored to the conditions of the Wikimedia movement and its members with their different roles and needs.

Focus on strategy and governance

The 2017 event created momentum for kicking off the movement strategy process, and was designed to facilitate inclusive conversations about our future. This is exactly what we see as the next step for the WMCON: To become one **focused annual event for conversations on strategy and governance across affiliates, the WMF and its committees**. A conference that carries the **conversations from the movement strategy process further into the future**, and is iteratively developed along with the implementation and adaptation of the movement strategy across the organized parts of the movement.

Strengthen regional and global events

The capacity building track and learning events have tried to satisfy everyone’s needs, partly detached from local, regional and cultural contexts. **We consider in-person, in-language trainings to have more impact**, while a global event can serve to strategically discuss results and objectives for the trainings, and to decide upon improvements of the general approach. Future capacity building efforts should both incorporate relevant contexts and ensure access to methods beyond at-the-conference training

Ideally, there would be a global program support – with an extended program and engagement coordination (PEC) – and a global conference support for logistics to make sure that **all events are connected, learnings are collected, and recurring events build upon each other**.

Build connections

In our opinion **conferences cannot solve problems, they can only support solutions**. To build strong and diverse communities, while breaking down existing barriers, we need collaboration and strong connections between the Wikimedia organizations.

WMCON 2019 and 2020

The conference will in 2019 focus on movement strategy and governance across the organized parts of the movement (affiliates, WMF, committees). The format of the conference will be based on the participatory formats we introduced in 2017 and 2018. The eligibility criteria need to be adapted: an application process will be introduced to ensure an inclusive and diverse ratio of participants, while

taking into account the experience and contribution each participant can bring to the event - and take back to their affiliate.

The 2019 event will not be an event where decisions are made, but **where the process of movement decision making and governance** is one of the topics on the agenda, as part of the broader strategy conversations.

Ideally, by 2020, the Wikimedia movement will have developed a model/structure for how strategic conversations, movement governance, and decision making on a global, organisational level will take place. **The 2020 conference will be designed along the outcomes and needs of these conversations.**

Capacity building, trainings and learning, as well as peer-to-peer exchange will happen at regional and thematic events, while Wikimania could become a platform for global coordination and strategic development of these events. A precondition is that WMF event support and funding structures are adjusted accordingly and movement event organizers are on board.

Technology directions for supporting our strategy

(written by the Technology Department of the Wikimedia Foundation)

The Wikimedia Foundation recently held a successful Developer Summit in January 2018 and we'd like to talk about what approaches were discussed that will help the Wikimedia movement to become even more essential in it's infrastructure for free knowledge, how we plan to evolve to build and maintain this infrastructure, and how our chapters and affiliates can get more involved.

To better understand the how, let's first talk about topics of some of the sessions:

- Determine if we need new forms of distribution and what priority should these have
- Identify language infrastructure capabilities and opportunities
- Consider changes to Wikimedia technology for storing and delivering content
- Identify the needs of third-party MediaWiki users and developer

We can better evolve by:

- Identify software that can be improved quickly and what will be used the most by our community (i.e.: low hanging fruit)
- Clarity on prioritizing opportunities, tasks, and documentation
- Releasing stand-alone components and libraryization of code

And, how affiliates can help with:

- identifying challenges that contributors and developers have in growing smaller Wikipedia's
- giving feedback on how Wikimedia tools can be made more reliable, more scalable, and easier to adjust to changing demands
- help to challenge current assumptions and to engage in constructive feedback
- a better understanding of 'the customer' with more in depth research

Statement of the Wikimedia Diversity Conference

(written by participants of the Wikimedia Diversity Conference 2017, taken from https://meta.wikimedia.org/wiki/Wikimedia_Diversity_Conference_2017/Diversity_conversation)

We, the Wikimedians at the 2017 Diversity Conference, identified that different communities have different needs, and currently face uneven resources and distribution of support. The following statement gains meaning for each community, in its own context.

Our progress is blocked primarily by lack of resources in terms of infrastructure, access, capacity and people, and perceptions of Wikimedia as a closed community. We understand that other forms of knowledge that challenge the conception of traditional encyclopaedic knowledge should be embraced.

Diversity initiatives should be a key priority across Wikimedia groups when allocating resources in the form of funding, professional expertise, time and space. Additionally, allocating resources for translation must become the norm. There is a need to have more outward facing communication in the form of education, outreach and advocacy.

In order to move in this direction, we must collaborate to support the different needs of our communities. We need to change our culture and our priorities in order to achieve knowledge equity through critical self-reflection. We should critically examine the present group norms and hierarchies.

(NB: The statement will not further be adjusted, but it is to be used as something trying to capture the conversation, an output to share about what was discussed at the Wikimedia Diversity conference. The strategy discussion that participants had culminated in the question *What's the most critical next steps?* Participants clustered answers in a way that I think might be interesting input for others concerned with strategy: https://meta.wikimedia.org/wiki/Wikimedia_Diversity_Conference_2017/Diversity_conversation#Most_critical_next_steps.)

Wikidata: What it means for knowledge as a service and knowledge equity

(written by Lydia Pintscher from Wikimedia Deutschland)

Wikidata is Wikimedia's structured data repository. It is a crucial part of what Wikimedia needs to deliver on knowledge as a service and knowledge equity.

Knowledge as a service is about providing our shared knowledge to the world in a way that can be shared more widely, easily re-used, mashed-up, remixed, queried and more. One crucial piece of that is making our knowledge structured, bite-sized, machine-readable and connected to many other knowledge repositories. That is what Wikidata provides. It holds general purpose data about the world like the number of inhabitants of Berlin, the ID of a monument in a monument database, symptoms of diseases or who won the last Oscars. This data is used to augment Wikipedia articles, power digital personal assistants, provide the data backbone for sites like Scholia, Histropedia and inventaire and much much more. Wikidata helps our knowledge spread more widely by making it easier to access and re-use it in new and innovative ways inside and outside Wikimedia. Take a look at some of the example queries on query.wikidata.org to get an idea of what is already possible today.

Knowledge equity is at the heart of what Wikidata does and supports. It does so in two ways:

First, Wikidata helps people collaborate across language and culture barriers on a shared knowledge base. Wikidata does this without forcing an agreement where legitimate different world-views exist. By having people collaborate on one shared knowledge base many more people get to benefit from someone's contribution. Wikidata helps us support our smaller projects better by helping them benefit from all the work done in the bigger projects. But it also - equally important - helps people, who would otherwise not be able to share their knowledge with so many people, have a much bigger impact.

Second, Wikidata helps us better understand where we are lacking behind and who we are missing out on. It helps put a mirror in front of us and see where our content is biased, unbalanced, and not representative. How many articles do we have on a given Wikimedia about women? How are these articles distributed across professions? And how about time periods? What does the geographic distribution of articles on a given Wikipedia look like? These and more are all questions we can now answer with the help of Wikidata. And the answers can help us make a difference in the knowledge we cover.

And in the next years we are going to go even further. We are going to connect more knowledge repositories and collect data about words in hundreds of languages to enable us to do even more for knowledge as a service and knowledge equity. Wikidata is here to give more people more access to more knowledge, together with you!

Wikimedia 2030: Wikimedia's role in shaping the future of the information commons

(Executive Summary of the report written by Dot Connector Studio for Phase 1 of the Wikimedia Movement Strategy process, commissioned by the Wikimedia Foundation)

Today we're releasing an extensive research report about Wikimedia's role in shaping the future of the information commons. The report was created as part of the Wikimedia 2030 strategy process, as the Foundation engaged research teams to examine awareness and usage of Wikimedia projects and evolving information consumption habits. The consulting teams conducted desk research and spoke both with people familiar with and involved in the Wikimedia movement and expert observers who could inform the strategy process but who are not directly involved today. In one-on-one interviews, experts in geographic areas where the projects are most heavily used were asked to think about future trends in their fields and how the trends might apply to the Wikimedia movement's strategy. This particular research focused on six broad topics that seemed most likely to further or frustrate the vision for growth that the Foundation embraces.

In this report, the Foundation's staff and its consulting teams present top-level insights from this global process. Perspectives from interviewees around the world are also provided with context about their region and area of expertise. The report draws from six comprehensive research briefs, published on Wikimedia's strategy website, which address these topics:

- **Demographics:** Who is in the world in 2030? The report outlines global population trends, which project the highest population growth in places where Wikimedia has significant room to expand.
- **Emerging platforms:** *How will people around the world be using communications technologies to find, create, and share information?* The report considers future technologies, from the imminent to the speculative, and examines what range of new hardware, software, and content production capabilities might mean for content creation and user access.
- **Misinformation:** How will people find trustworthy sources of knowledge and information? The report explores how content creators and technologists can ensure that knowledge is trustworthy and also identifies threats to these efforts.
- **Literacy:** *How will the world learn in the future?* The report forecasts that technology will transform learning and educational settings as well as expand the requirements for literacy beyond text and images.
- **Open knowledge:** *How will we share culture, ideas, and information?* The report documents the global trend toward opening collections and archives to the public and making them freely available online, and explores ways the Wikimedia movement might partner with people and organizations to accelerate this sharing.
- **Expect the unexpected:** *How can we know what the world will look like in 2030 — and what the Wikimedia movement's role will be in it?*

The report proposes that a study of trends can never be truly predictive and introduces alternative visionary tools such as scenario planning and speculative social science fiction.

The consulting team published an additional research brief on the future of the digital commons, examining the political and commercial forces that could lead to the contraction or expansion of the

open web. Looking at the constellation of issues most important to the Wikimedia community, this brief identifies access, censorship, privacy, copyright, and intermediary liability as active battlefronts.

The fate of the digital commons is the single subject that rises above and intersects with each of the other areas of research. The commons of the future will shape the environment that ultimately fosters or blocks all of the Wikimedia projects' work. Thus, this report weaves research findings about the future of the commons throughout.

Specifically, the report highlights growing concerns across civil society about the quality of and access to open knowledge online, as well as compounding threats to the Wikimedia movement and its open knowledge allies. Between now and 2030, open knowledge advocates face headwinds that include censorship by governments and corporations, internet shutdowns, surveillance of users, information monopolies, and troubling developments such as the arrests of scholars and journalists operating in closed societies.

The Wikimedia movement is positioned to work toward potential solutions to these threats. Despite the trend toward a “darkening globe,” some leaders see the Wikimedia movement as among the brightest hopes and most inspiring exemplars of the global digital commons.

The Wikimedia movement has immediate internal challenges to address, including adapting to an increasingly mobile internet, recruiting a new generation of volunteers, and expanding its partnerships with schools and “GLAM” organizations (i.e. galleries, libraries, archives, museums, and other cultural institutions that have access to knowledge as their mission). But Wikimedia and its open knowledge allies, working together, can lift up people everywhere, empowering communities through access and participation in knowledge creation and sharing. Across the interviews and salons, there was a clarion call for the building of this larger, more active, and multi-partner open knowledge movement.

For extended narratives, many more citations, and community discussion of the research, visit the Wikimedia strategy page that aggregates into a single web directory not only this work but also the totality of the Foundation's strategy process: 2030.wikimedia.org.

The report concludes with an analysis of cross-cutting themes that arose from the research, as well as a set of recommendations and discussion questions for the movement and its partners. The goal of these final sections is not to close the discussion. Instead, it is to set the stage for the next phase of work for the Foundation and the movement: to move from strategies to actions that not only will preserve what has already been built, but also make the projects useful and vital for billions of future Wikimedia users.

“Recommendations for the Wikimedia Movement”

(page 31 from *Strategy 2030: Wikimedia’s role in shaping the future of the information commons*, report written by Dot Connector Studio for Phase 1 of the Wikimedia Movement Strategy process, commissioned by the Wikimedia Foundation)

Do now

- Re-articulate and widely share your values statements, and do so in ways that enhance the urgency and the value proposition of the Wikimedia movement.
- Clarify and reinvigorate the relationship between the Wikimedia Foundation and the movement globally.
- Clearly define what you mean by the “Wikimedia movement”—who is in it and what roles they play.
- Engage with other open knowledge players globally, identify areas of common interest, and join forces to mobilize against threats to the open web.
- Take a proactive role in efforts to solve online misinformation challenges and campaigns, which poses an imminent danger to the Wikimedia movement while also providing a strategic opportunity to create greater public value. Æ Strengthen editing, access, and submission tools for mobile.
- Use popular social platforms to recruit new movement members and find digestible ways to share timely content and engage users.
- Make the case for new kinds of volunteers: ambassadors, futurists, designers, connectors, and others.

Do soon

- Use Wikimania 2018 in Cape Town to complete a concrete plan for making Wikimedia projects invaluable across Africa
- Build internal capacity to scan for and respond to major changes in technology, policy, and user habits.
- Invest in user experience testing and visual design. Æ Prioritize Wikipedia’s credibility, authority, and usability in education.
- Consider and prepare for Wikimedia’s role in moments of natural and manmade disaster.
- Reward and celebrate veteran volunteers—but not at the expense of adapting to a changing world.
- Maximize partnerships with GLAM institutions to engage new movement members in local communities.
- Connect and partner with philanthropic foundations and donors that are seeking to protect the digital commons and advance open knowledge.

Do by 2030

- Retool for a more visual, aural, immersive, and tactile media future.
- Rethink sourcing rules to validate non-Western forms of knowledge and information.
- Continue to embrace the scale of your aspirations: We’ll never actually know everything, and that itself is beautiful.

Summary of the Chapters Dialogue (2014)

(written by Kira Krämer & Nicole Ebber from Wikimedia Deutschland. As a note: Chapters Dialogue was a Research projects about Wikimedia Chapters and WMF needs, challenges and dreams in 2013-14. You can find more details and insights on https://meta.wikimedia.org/wiki/Chapters_Dialogue)

Wikimedia is a global movement: the Wikimedia Foundation, the Wikimedia Chapters and the international communities work and fight for Free Knowledge. In spring 2013, Wikimedia Deutschland initiated a structured assessment of the movement organisations' needs, goals and stories: the Chapters Dialogue. Nicole Ebber led the project and hired Kira Krämer, who adapted the Design Thinking methodology to the process.

In the course of the project (August 2013-February 2014), 94 movement representatives (volunteers and staff) from Chapters, the Wikimedia Foundation as well as the Funds Dissemination Committee and the Affiliations Committee were interviewed.

The interviewees spoke about their understanding of roles and relationships within the movement, of responsibilities that come with being a Chapter or being the WMF. They described their goals and stories, what support they need and who they think is in a position to offer this support.

The synthesis of all the interviews resulted in an overall picture of the movement and a distillate of the most pressing issues. The findings and insights cover these main areas, which have had a great influence on the movement as it is today.

Lack of empathy and the persistence of old narratives: All the conflicts described in this report are based on causes that are deep rooted and manifested in people's perceptions about each other that still persist today. Each party in the movement has its own needs and tries to solve issues in its own interests, while lacking empathy for other views, opinions, contexts and behaviour.

Measuring success when exploring new territory: The movement lacks a definition of what impact actually means to it, as all Wikimedia activities can be described as exploring entirely new territory. Chapters struggle with proving that they and their activities are worth invested in while WMF has difficulty providing a clear movement strategy.

Organisational structures: Organisational structures have grown organically without any official recommendation for or analysis of the best organisational form to achieve impact. The lack of a shared understanding about the Chapters' role and contribution to the movement causes severe insecurities and is fuelling conflicts and misperceptions.

Money-driven decisions: Creating a consensus about money, its collection and responsible dissemination (donors' trust!) is scarcely possible. The Haifa trauma persistently blights the relationship between WMF and the Chapters, fuelled by additional disagreement about the new fundraising and grantmaking processes.

The gap in leadership: Who should take the leadership role and what should leadership in the Wikimedia movement look like? Adopting the narrowed focus, the WMF clearly states that it does not see the development of movement entities as their duty. Chapters on the other hand expect the WMF to take a leading role in Chapters' development, while the WMF expects Chapters to be more proactive.

None of these conflicts can be viewed in isolation, and no solution can be developed without a thorough understanding and frank conversations about the causes in the first place. We therefore consider that it would be highly irresponsible to suggest solutions to any of the described issues. Instead, we have

distilled tough questions from the insights that need to be addressed urgently and answered in an open and comprehensive manner:

1. What do we as a movement want to achieve? Do we run a website or foster free knowledge? Why are we doing the things we do, and what for?
2. How do we define impact when exploring new territory? And how do we measure success?
3. What is the role of the Wikimedia Foundation?
4. How do we want to communicate with each other? How can we build the necessary empathy and learn from each other? How can we overcome the old narrative and perceptions?
5. Where does the money come from and where should it go? Should money be the limiting factor when striving for Free Knowledge?
6. What movement framework is best suited to fulfil the Wikimedia mission?

The way things are at present inhibits the movement from striving effectively for Free Knowledge. Instead of using its full potential to further its mission, it revolves around itself. The common mission is at serious risk if the movement does not tackle the causes of its problems.

These tough questions can only be approached in a structured and professional way, with dedication and commitment. There is no point in tinkering with the symptoms and finding single-problem solutions.

The Chapters Dialogue concludes with the recommendation to build upon the insights and to initiate a sequel: the design of a framework for the Wikimedia movement in which it can work strongly and effectively towards its mission in a professional way, yet stay true to its grassroots and maintain its diversity.