



# Wikimedia Polska 2023–2025 Strategy

## Introduction

Wikimedia Polska is entering a new development phase. We have finalised the delivery of our previous strategy for 2020-2022. In that timespan, the Association, previously working mainly through its volunteers and members, developed into an organisation employing specialised staff to support these volunteers. We have also joined major Wikimedia movement initiatives, such as the establishment of the CEE Hub, delivered large-scale projects such as edit-a-thons, editing campaigns, 1% tax donation campaigns, GLAM partnerships, and others. We were present in media and at big events, such as the Karpacz Economic Forum and the Megabit2 Bomb Future Festival in Kraków. This edition of our strategy will serve to consolidate our strengths and resources, develop new initiatives, and continue the raising of our organisational standards in many areas.

The foundation of our activity is the Wikimedia project community. We support and integrate Wikimedians. We widen the pools of free knowledge and make them more accessible.

The Wikimedia Polska (WMPL) Board and staff members, during their analysis of the Association's activities, resources, and perspectives, taking into account the Member Dialogue recommendations and member survey data, have worked out the 2023-2025 strategic goals. We will strive to deliver them with the active participation of our members and volunteers. Afterwards, in 2026, we shall be able to say the following:

- 1. We are an efficient organisation with a stable financial support.**
- 2. Wikimedia projects are a recognised source of knowledge and information.**
- 3. We are developing our R&D area so that we may collect and use knowledge about Wikimedia projects.**
- 4. We form a friendly work and collaboration environment for our members, volunteers, staff members, and partners.**
- 5. With efficiency, we popularise the knowledge and recognition of Wikimedia brands, internally and externally.**
- 6. We are one of the leaders of the global Wikimedia movement, actively influencing its development.**
- 7. We are open and accessible. We lower the participation barriers on Wikimedia projects and in accessing free knowledge.**



Authors:

A. WMPL Board

Tomasz Wszeborowski – President

Michał Buczyński – Vicepresident, Secretary

Julia Maria Koszewska – Vicepresident

Marek Bukowski – Treasurer

Maria Weronika Kmoch – Member

B. WMPL staff

Natalia Ćwik – Chief Executive Officer

Grzegorz Kopaczewski – Chief Operations Officer

Paulina Anna Studniczka – Community Support Coordinator

Małgorzata Gramatnikowska – Junior Community Support Specialist

Ada Jakubowska – Junior Technical Support Specialist

Marek Lewandowski – Event Coordinator

Kamila Neuman – Open Culture Manager

Klara Sielicka-Baryłka – Open Education Manager

Wioletta Matusiak – Training and Development Manager

Jacek Broda – Fundraising and PR Manager



## 2019–2022 STRATEGY DELIVERY ASSESSMENT

During a workshop in December 2022, the Board and staff of WMPL assessed the delivery of the Association's previous strategy. We have also analysed our strengths and resources, which are:

- Community
- Social trust
- Space for volunteer development and involvement
- Well-integrated and competent staff team
- Continuity of employment of WMPL staff
- Intra-generational character
- Financial resources and good grant history
- Networking and partners
- Strong position of WMPL on the international stage
- Strong and recognisable brand at our disposal
- Member competences and contacts
- Foundation on contemporary and global values (open knowledge)
- Flexibility in acting
- Ability and willingness to learn from mistakes
- Office
- Open culture (high quality GLAM partnership results)
- Education (we change the narrative, build openness, and foster relations)
- Creativity

## SYNTHESIS – WMPL STRENGTHS AND RESOURCES



### 2019–2022 perspective

Area	What worked out?	What did not work out?	Areas for development / future opportunities
People	<ul style="list-style-type: none"> <li>★ Having integrated and involved staff</li> <li>★ Hiring an executive</li> <li>★ Trainings for volunteers</li> <li>★ Recruiting new volunteers</li> <li>★ Activating and</li> </ul>	<ul style="list-style-type: none"> <li>★ Work-life balance among staff members, volunteers, and Board members</li> <li>★ Management continuity (vacancy at the executive)</li> </ul>	<ul style="list-style-type: none"> <li>→ Development of the Community Coordinator programme</li> <li>→ Seeking for possibilities to involve different generations</li> </ul>

	<ul style="list-style-type: none"> <li>★ supporting the community</li> <li>★ Wiki-Trainer programme</li> </ul>	<ul style="list-style-type: none"> <li>level)</li> <li>★ Delayed recruitments</li> <li>★ Knowledge management (organisational memory which was partially lost due to staff turnovers)</li> </ul>	<ul style="list-style-type: none"> <li>→ Further activation and support of WMPL community</li> <li>→ Development of the Wiki-Trainer programme</li> </ul>
Finances	<ul style="list-style-type: none"> <li>★ Financing from WMF</li> <li>★ Stable 1% tax deduction support</li> <li>★ More efficient finance and asset management (budgeting, controlling, investments)</li> <li>★ Starting professional fundraising</li> </ul>	<ul style="list-style-type: none"> <li>★ Adjusting the budgets to meet the needs, e.g. in travels</li> <li>★ Full finance diversification</li> </ul>	<ul style="list-style-type: none"> <li>→ Setting up a donor system</li> <li>→ Development and diversification of fundraising activities</li> </ul>
Brand	<ul style="list-style-type: none"> <li>★ Maintaining and developing the WMPL brand in the international movement</li> </ul>	<ul style="list-style-type: none"> <li>★ Internal and external communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>→ Implementing an internal and external communication strategy</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>★ Being selected as the fiscal sponsor of the CEE Hub</li> <li>★ Cooperation with WMF and Wikimedia Europe</li> <li>★ GLAM and educational institution cooperations</li> </ul>	<ul style="list-style-type: none"> <li>★ Learning from other affiliates</li> <li>★ Making use of the cooperations with commercial partners</li> </ul>	<ul style="list-style-type: none"> <li>→ International cooperation</li> <li>→ NGO cooperations and partnerships</li> <li>→ CEE Hub, Wikimedia Foundation, and Wikimedia Europe cooperations</li> <li>→ Collaborations with</li> </ul>

	<ul style="list-style-type: none"> <li>★ Pro bono partnerships</li> </ul>		<p>universities (content partnership, research)</p> <p>→ Organising an international event in 2025</p>
Processes	<ul style="list-style-type: none"> <li>★ Setting up a workplace</li> <li>★ Member Dialogue</li> <li>★ Better management (efficiency, effectiveness)</li> <li>★ Introducing digital tools</li> <li>★ Setting up a competence database and involvement map of volunteers</li> <li>★ Moving and organising the physical office</li> <li>★ Working out good recruitment practices</li> </ul>	<ul style="list-style-type: none"> <li>★ Optimisation of some of the processes</li> <li>★ Technical support</li> <li>★ Evaluation of activities and strategy</li> <li>★ Risk management</li> <li>★ Communicating organisational changes to WMPL members</li> </ul>	<p>→ Ongoing process optimisation</p> <p>→ Systemic approach to risk and knowledge management</p> <p>→ Step-by-step ongoing development of training and instructional materials</p>
Values	<ul style="list-style-type: none"> <li>★ Starting the development of a new organisational culture of appreciation and support</li> <li>★ WMPL community meetings (Warsaw, Gdańsk, Poznań, Katowice), partial self-organisation</li> </ul>	<ul style="list-style-type: none"> <li>★ Activisation and empowerment of local communities</li> <li>★ R&amp;D</li> </ul>	<p>→ Ongoing empowerment of local communities</p> <p>→ Strengthening of the organisational culture (care for staff and Board)</p> <p>→ Culture of appreciation and support</p> <p>→ Introducing an</p>

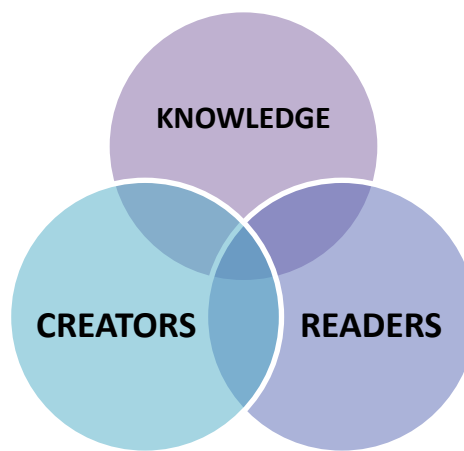
	of local communities		R&D area
Projects	<ul style="list-style-type: none"> <li>★ Development of education activities</li> <li>★ Development of GLAM activities</li> <li>★ Contests: Wiki Loves Monuments, Wiki Science Competition</li> <li>★ Nation-wide and international March editing contests</li> <li>★ 1lib1ref</li> </ul>	<ul style="list-style-type: none"> <li>★ Insufficient use of photo contest potential</li> </ul>	<ul style="list-style-type: none"> <li>→ GLAM: securing materials from cultural institutions to be used inside and outside of Wikimedia</li> <li>→ Organising new events, such as the Guinness record for editing time</li> </ul>

## STAKEHOLDERS

The basis for our activities is our pool of stakeholders – the people we act for, those who we support, and those that are involved in our projects.

The fundamental stakeholders are our content creators and readers who make use of free knowledge.

CREATORS → KNOWLEDGE → READERS



These are the people for whom and with whom we act.

In order for our activities to be efficient, we need other stakeholders. We try to understand and serve their requirements. We want to develop tools to gather their opinions and needs, and get involved in dialogues on our mutual relations.

Stakeholders	Needs and expectations
WMPL members	<ul style="list-style-type: none"> <li>● Good communication and information flow</li> <li>● Delivering specific projects and repetitive actions</li> <li>● Transparency</li> <li>● Support</li> <li>● Appreciation</li> </ul>
WMPL Board	<ul style="list-style-type: none"> <li>● Work tools</li> <li>● Support</li> <li>● Non-salary benefits</li> <li>● Trust</li> <li>● Respect and appreciation</li> </ul>



<b>WMPL staff</b>	<ul style="list-style-type: none"> <li>● Conditions to act</li> <li>● Appreciation</li> <li>● Stability and safety</li> <li>● Reliability</li> <li>● Support</li> <li>● Clear rules and expectations</li> <li>● Setting up goals</li> <li>● Being heard</li> <li>● Conversations, meetings</li> </ul>
<b>Content editors</b>	<ul style="list-style-type: none"> <li>● Tools</li> <li>● Motivation</li> <li>● Trust</li> <li>● Being noticed and appreciated</li> <li>● Community respect</li> <li>● Agency</li> <li>● Wikimedia movement integration</li> </ul>
<b>WMPL volunteers</b>	<ul style="list-style-type: none"> <li>● Motivation</li> <li>● Appreciation</li> <li>● Feeling of sensibility</li> <li>● Belonging to a group</li> <li>● Agency</li> <li>● Development</li> <li>● Trainings</li> <li>● Tools</li> </ul>
<b>WMPL project partners</b>	<ul style="list-style-type: none"> <li>● Clear offer</li> <li>● Professionalism</li> <li>● Prestige</li> <li>● Know-how</li> <li>● Efficiency</li> <li>● Results of partnerships</li> <li>● PR</li> <li>● Continuity of partnership</li> <li>● Sensibility and benefits</li> </ul>
<b>Allies</b>	<ul style="list-style-type: none"> <li>● Inspiration</li> <li>● Communication</li> <li>● WMPL brand</li> <li>● Acting</li> </ul>

	<ul style="list-style-type: none"> <li>● Support</li> <li>● Knowledge exchange</li> <li>● Time</li> </ul>
<b>Donors</b>	<ul style="list-style-type: none"> <li>● Communication</li> <li>● Agency</li> <li>● Feeling of sensibility</li> <li>● Appreciation</li> <li>● Gratitude</li> <li>● Sense of belonging</li> <li>● Prestige</li> </ul>
<b>Wikimedia Foundation</b>	<ul style="list-style-type: none"> <li>● Communication</li> <li>● Being on time</li> <li>● Coherence with the values of the movement</li> <li>● Reports</li> <li>● Efficiency</li> <li>● Innovation</li> <li>● Respecting the rules of the movement</li> <li>● Institutional development</li> </ul>
<b>Wikimedia movement</b>	<ul style="list-style-type: none"> <li>● Involvement</li> <li>● Knowledge transfer</li> <li>● Exchange of experience</li> <li>● Solidarity</li> <li>● Understanding</li> <li>● Equality</li> <li>● Coherence</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>● Professional content</li> <li>● Communication</li> <li>● Alliances</li> <li>● Expert character</li> <li>● Attractive content</li> </ul>
<b>Readers</b>	<ul style="list-style-type: none"> <li>● Quality</li> <li>● Accessibility</li> <li>● Presence</li> <li>● Inclusivity</li> <li>● Trustworthiness</li> <li>● Communication</li> </ul>

	<ul style="list-style-type: none"> <li>● Functionality</li> <li>● User-friendly and handy interface</li> </ul>
<b>Public institutions</b>	<ul style="list-style-type: none"> <li>● Compliance</li> <li>● Responsibility</li> <li>● Reporting</li> <li>● Synergy</li> <li>● Adding to the offer of public services</li> <li>● Data, statistics</li> </ul>

## VALUES

During the December 2022 workshop, the staff and Board of WMPL defined values that are important to them. These values allow us to make decisions in work and daily life. They are also visible through our ways of acting and communicating. These values will be an important reference point for the delivery of our strategy. The top 10 are:

1. Love
2. Freedom
3. Passion and creativity
4. Authenticity
5. Openness
6. Involvement
7. Development
8. Joy
9. Safety
10. Respect

## 2023–2025 STRATEGIC GOALS

The 2023–2025 strategic goals are defined through partial goals.

### 1. GOAL 1: We are an efficient organisation with a stable financial support.

Partial goals:

- Our financing is diversified.
- Our resources and methods are adequate to our goals.
- We optimise processes.
- Our activities bring visible, sensible, and measurable outcomes.
- The results of our activities serve a wide range of interested parties.



- We are realistic in planning.
- We set priorities based on evaluation.
- We are apt at assessing risk.
- We are efficient at managing knowledge.
- We act continuously in terms of resources and processes.
- We are efficient in resource management.

**GOAL 2: Wikimedia projects are a recognised source of knowledge and information.**

Partial goals:

- We introduce tools to assist updating knowledge.
- We study content reliability, for instance in cooperation with academics.
- Trustworthiness of Wikimedia projects is supported by authority figures.
- We deliver reliable information, while not giving up openness – everyone may edit.
- We support verifiability and increase access to resources, through e.g. subscriptions, Wikigrants.
- We collaborate with recognised institutions in order to gather contents.
- We take part in initiatives fighting disinformation.

**GOAL 3: We are developing our R&D area so that we may collect and use knowledge about Wikimedia projects.**

Partial goals:

- We build our own research infrastructure (know-how, partnerships, tools).
- We collaborate with recognised institutions, research institutes, think-tanks.
- We build a network of expert collaboration.
- We support the ongoing research of the Wikimedia movement and its projects.
- We make space for incubating Wikimedia-related research ideas.
- We manage knowledge.

**GOAL 4: We form a friendly work and collaboration environment for our members, volunteers, staff members, and partners.**

Partial goals:

- We are apt at introducing norms of labour law.
- We use anti-mobbing and anti-discrimination mechanisms.
- We actively prevent burnout of staff members, volunteers, and Board members.
- We define and care for member and volunteer rights.
- We meet in person on a regular basis.



- We plan and evaluate our activities together.
- We provide adequate pay to our staff.
- We open doors for self-improvement.
- We appreciate ourselves – we know our individual value and appreciate others, we know how to do it.
- We care for the feeling of cordiality and respect.
- We constantly talk about values and we communicate these values.
- We share knowledge.
- We care for the friendly space policy.
- We care for work-life balance.
- We have systematic good hiring practices.

**GOAL 5: With efficiency, we popularise the knowledge and recognition of Wikimedia brands, internally and externally.**

Partial goals:

- We deliver a communication strategy.
- We have resources, goals, and ways of measuring the effects of our communication.
- We measure and widen the range of our communication.
- We employ crisis management procedures (PR, communication)
- We actively communicate across the Wikimedia movement.
- We use multiple and varied communication channels.
- Our communication is adjusted to the varied needs of our readers.

**GOAL 6: We are one of the leaders of the global Wikimedia movement, actively influencing its development.**

Partial goals:

- We have and build resources for international collaboration.
- We are active in co-developing the CEE Hub.
- We build resources to collaborate internationally with efficiency.
- We apply for and receive grants from the Wikimedia Foundation.
- We collaborate in the development of Wikimedia Europe.
- We initiate networking and knowledge exchange across the Wikimedia movement.
- We are invited to international events in the role of experts.
- We have a leadership academy – we raise the competences of Wikimedians from Poland and abroad, making use of WMPL's international collaborations.



**GOAL 7: We are open and accessible. We lower the participation barriers on Wikimedia projects and in accessing free knowledge.**

Partial goals:

- We are inclusive. We treat the community in a wide sense, as all those that serve the Wikimedia movement.
- Our activities and digital projects are accessible for people with disabilities.
- Everyone can join us, support us, cooperate with us. We lower the entry barriers.
- We maintain high standards of safety (e.g. UCoC).