



Introduction to Movement Strategy

Wikimedia Conference, Berlin
March 2017

Agenda

- Introduction
- Trends to consider
- Who we are today
- Who we want to become

Introduction



Our last 16 years

The Wikimedia projects have grown into the largest collection of free, collaborative knowledge in human history.

40M+

volunteer-authored articles in nearly 300 languages^[1]

75K+

active editors, contributing at least 5 edits per month^[3]

25M+

items on Wikidata^[2]

15B+

pageviews every month^[4]

Today

**We have a bold vision:
a world in which every
single human being can
freely share in the sum of
all knowledge.**

Together, we have had a lot of success. There are still many challenges that remind us how far we have to go to achieve this vision.



Goals for this process

As a movement, **identify a cohesive direction** that aligns and inspires us all on our path to 2030.

Build trust within our movement through participation in an open process based on shared power.

Better understand the people and institutions that form our movement, those we are not yet reaching, and how their needs may change over the next 13 years.

Build a shared understanding of what it means to be a movement, how others outside of us can take part, and what it will take to increase our movement's impact.

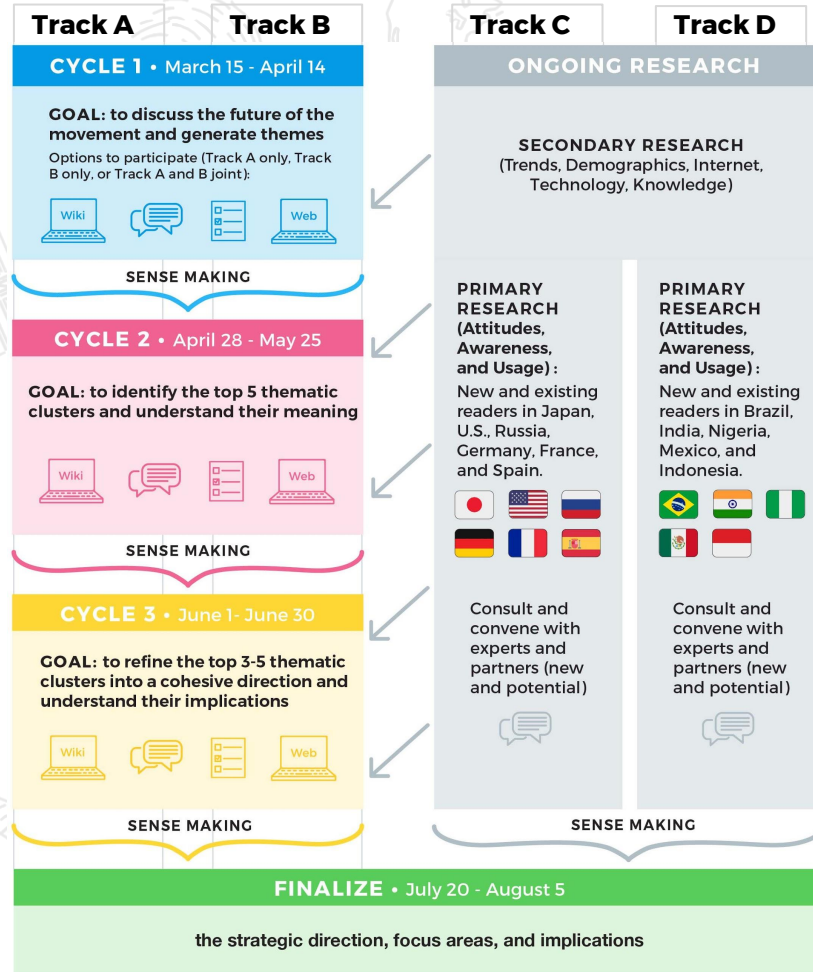
Build relationships to expand and enrich our movement and prospective partners.



Process

- Four tracks by audience
- Tracks A and B discussions broken into 3 cycles
- Tracks C and D focus on research on readers and partners (new and existing)

Phase 1: Movement-wide strategic direction



Phase 2: Movement structure, roles and 3-5 year goals

Process

CYCLE 1 • March 15 - April 14

GOAL: to discuss the future of the movement and generate themes

Options to participate (Track A only, Track B only, or Track A and B joint):



CYCLE 2 • April 28 - May 25

GOAL: to identify the top 5 thematic clusters and understand their meaning



CYCLE 3 • June 1- June 30

GOAL: to refine the top 3-5 thematic clusters into a cohesive direction and understand their implications



Trends to consider





The World in 2030

Population

Between 2015 and 2030, the vast majority of the world's population growth will be in Africa (42%) and Asia (12%).^[1]

Education

While overall literacy will rise, global access to post-secondary education will remain out of reach for billions of people.^[2]

Technology

For the first time, nearly everyone in the world will have a smartphone -- with internet and a camera.^[3]

Politics of knowledge

Much of the world's digital knowledge is contributed by only part of the world.^[4] As more people come online, addressing representation will be even more urgent.

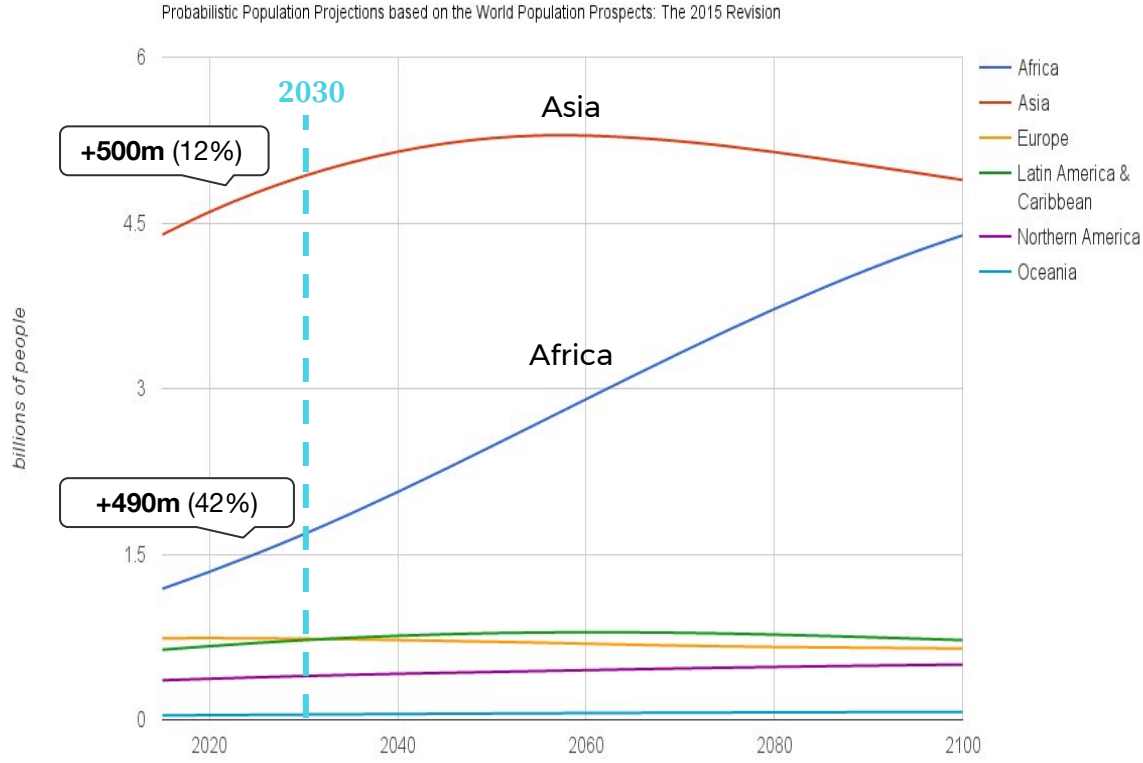
[1] [UN, \(Total population: median\)](#)

[2] [Brookings Institute](#), 2015

[3] [Cisco VNI Global Mobile Data Traffic Forecast, 2015-2020](#)

[4] [Oxford Internet Institute](#), 2014

The world in 2030: 13% more people^[1]



One of the most significant global demographic trends of the 21st century will be the **rapid population growth** in Africa and Asia.

[1] UN World Population, 2015
Source: UN, (Total population: median)

... and unequal resources

It will take **83 years** for low-income countries to move their average school level from elementary to high school graduation.^[1]

There is an **urgency** in our quest to share free knowledge. `[[WP:NODEADLINE]]` is a privilege that the majority of our population and the planet do not have.

[1] Source: [Brookings Institute](#), 2015

The changing education landscape

- More tech in the classroom (especially mobile)^[1]
- Established frameworks for digital literacy, information literacy, and 21st century skills^[2]
- Teachers creating and using open educational resources
- Education for employability

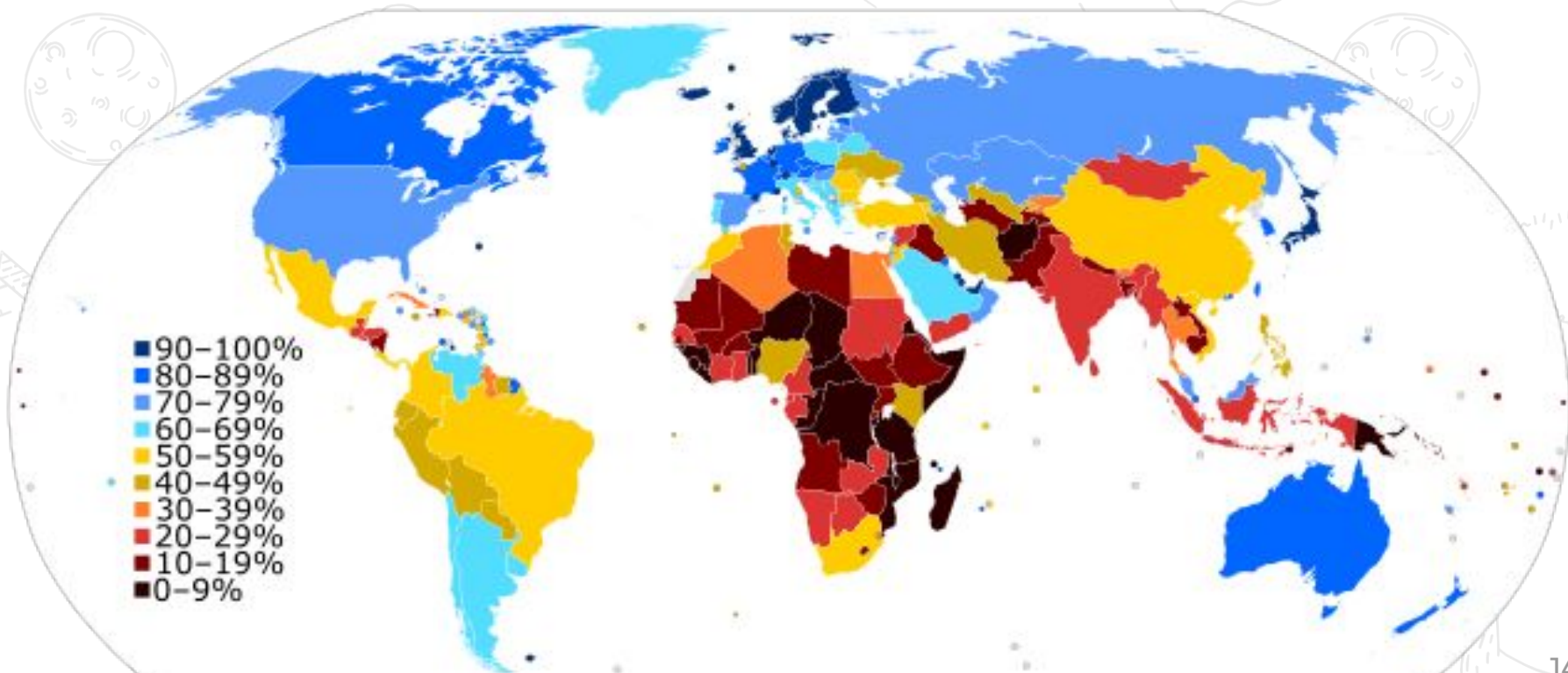
[1] Inter-Agency Network for Education in Emergencies, 2015

[2] UNESCO, 2016

[3] UNESCO, 2012

[4] World Education Forum, 2016

53% of the global population will be online by 2030

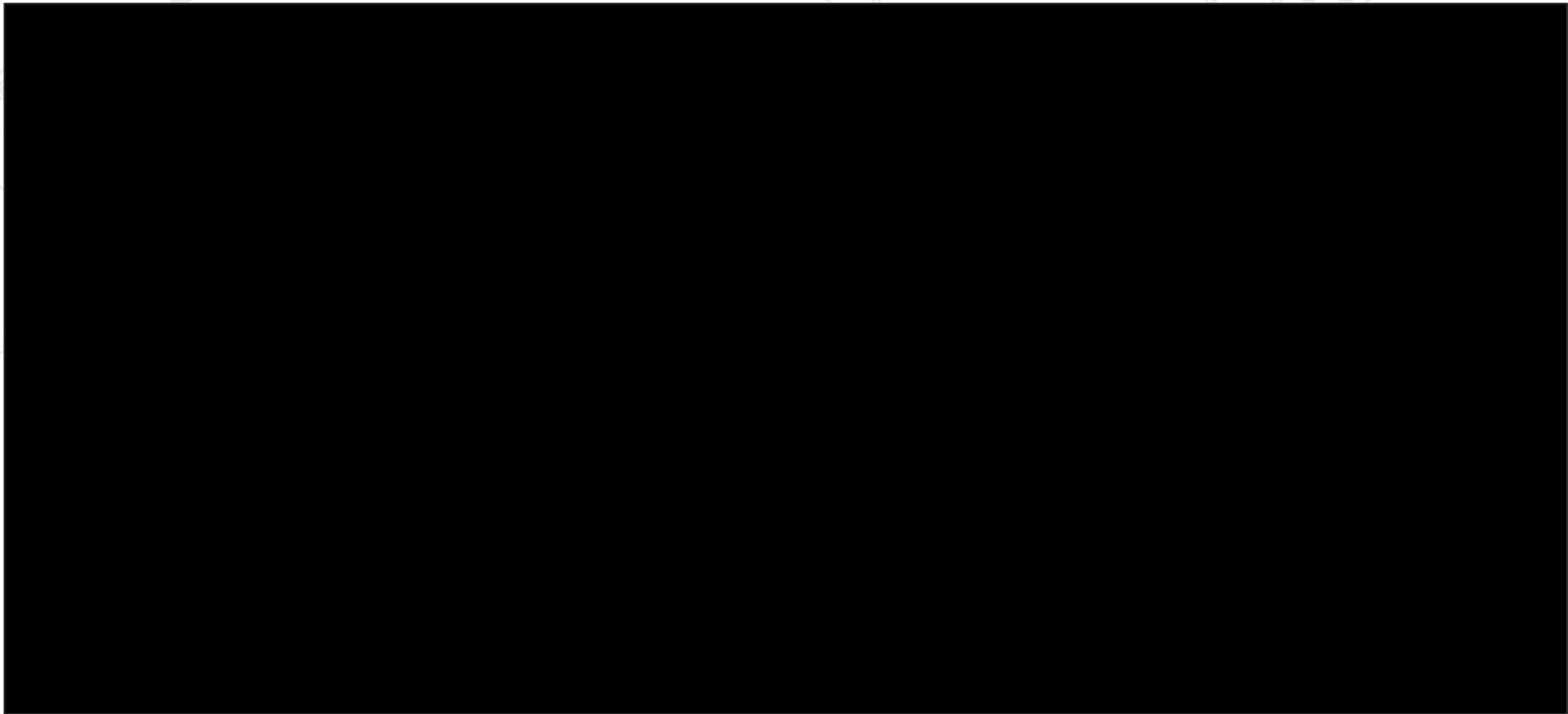


**[Mobile means that]
everyone gets a
pocket
supercomputer.^[1]**

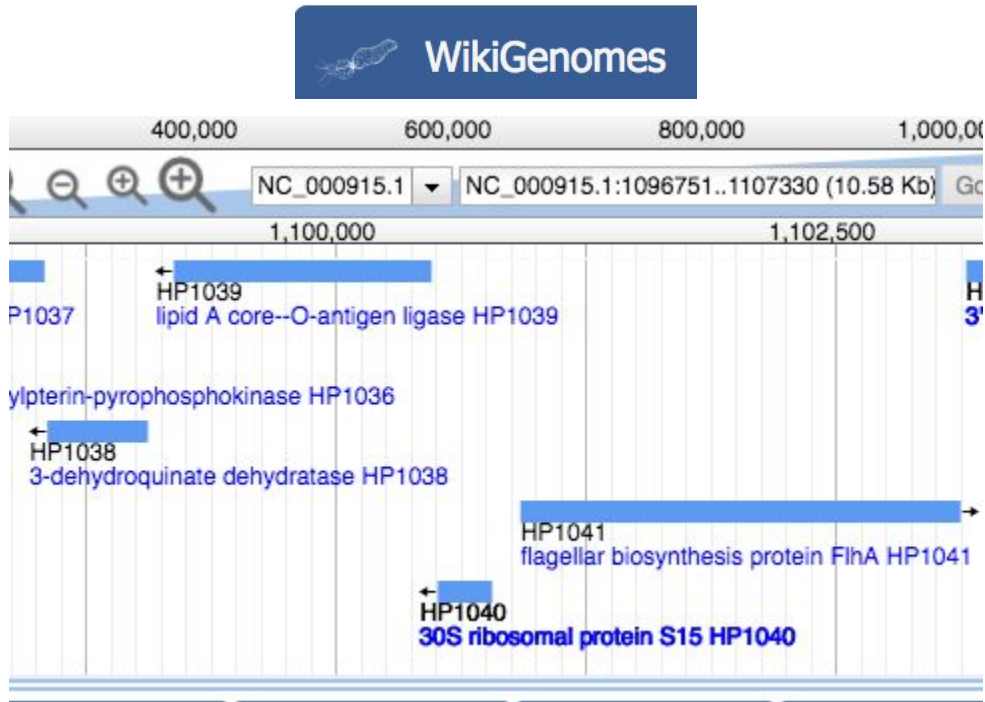
- Benedict Evans



Demand for rich media is rising



Structured data connects all



- Links our projects
- Standardizes across languages
- Improves search
- Answers complex queries
- Enables micro-contributions

Promising early applications of machine learning

“What a computer is to me is the most remarkable tool that we’ve ever come up with, and it’s the equivalent of a bicycle for our minds” Steve Jobs^[1]



90% reduction in hours spent reviewing RecentChanges for vandalism after ORES (machine learning prediction service) was enabled^[2]

[1] [Computer History](#) 2016

[2] [Wikimedia Foundation](#), 2017

Source: [Ben Evans' How Mobile Is Eating the World](#), 2016, page 34

Politics of knowledge

Openness on the internet has declined for the sixth consecutive year, with 67% of all internet users living in countries where criticism of the government, military or ruling family are subject to censorship.^[1]

Under-represented topics actively deleted



WIKIPEDIA
The Free Encyclopedia

- Main page
- Contents
- Featured content
- Current events
- Random article
- Donate to Wikipedia
- Wikipedia store

Interaction

- Help
- About Wikipedia
- Community portal
- Recent changes
- Contact page

Tools

- What links here
- Related changes
- Upload file
- Special pages
- Permanent link
- Page information
- Wikidata item
- Cite this page

- Print/export
- Create a book

Not logged in | Talk | Contributions | Create account | Log in

Article [Talk](#)

[Read](#) [Edit](#) [View history](#)

Bisi Adeleye-Fayemi

From Wikipedia, the free encyclopedia

This is an old revision of this page, as edited by [Ireneshih \(talk | contribs\)](#) at 09:28, 22 June 2014 (*Nominated page for deletion using [Page Curation](#) (speedy deletion-significance)*). The present address ([URL](#)) is a [permanent link](#) to this revision, which may differ significantly from the current revision.

[\(diff\)](#) ← [Previous revision](#) | [Latest revision](#) [\(diff\)](#) | [Newer revision](#) → [\(diff\)](#)

This article may meet Wikipedia's criteria for speedy deletion as an article about a real person, individual animal, organization (band, club, company, etc.), web content or organized event that does not credibly indicate the importance or significance of the subject. See CSD A7.

If this article does not meet the criteria for speedy deletion, or you intend to fix it, please remove this notice, but **do not remove this notice from pages that you have created yourself**. If you created this page and you disagree with the given reason for deletion, you can click the button below and leave a message explaining why you believe it should not be deleted. You can also visit the [talk page](#) to check if you have received a response to your message.

[Contest this speedy deletion](#)

Note that once tagged with this notice, this article may be deleted at any time if it unquestionably meets the speedy deletion criteria, or if an explanation posted to the talk page is found to be insufficient.

Nominator: Please consider placing the template:

```
{{subst:db-notability-notice|Bisi Adeleye-Fayemi|header=1}} ----
```

on the talk page of the author.

Please use a more specific template - `{{db-person}}`, `{{db-animal}}`, `{{db-band}}`, `{{db-club}}`, `{{db-inc}}`, `{{db-web}}`, or `{{db-event}}` where possible.

Note to administrators: this article has content on its talk page which should be checked before deletion.

This page was last edited by [Ireneshih \(contribs | logs\)](#) at 09:28 UTC (2 years ago)

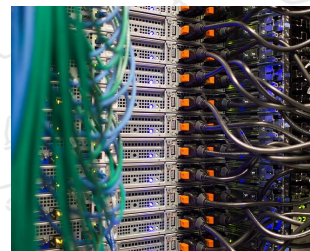
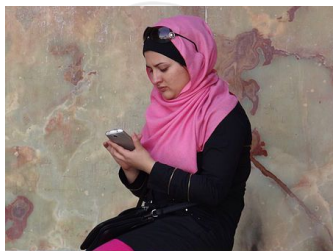
Bisi Adeleye-Fayemi (born June 11, 1963) is a Nigerian activist, author and fundraiser in feminist and human rights movements.^{[1][2][3][4]} She is currently First Lady of Ekiti State in western Nigeria.^[5]

Bisi Adeleye-Fayemi

Born June 11, 1963 (age 53)

Policy

Public policy affects how the world can freely access, create, share and remix knowledge. The Wikimedia community and Foundation focus primarily on the following five areas: ^[1]



Access

Knowledge should be freely accessible by everyone, across every country, language and device.

Censorship

Everyone should have the right to share and access knowledge free of government censorship.

Copyright

People don't just read anymore; they create, share and remix. Copyright law should evolve to reflect this new reality.

Intermediary Liability

The law should allow internet platforms to stay out of editorial decisions so that people can share and speak freely

Privacy

Everyone should be free to read and write without governments looking over their shoulders.

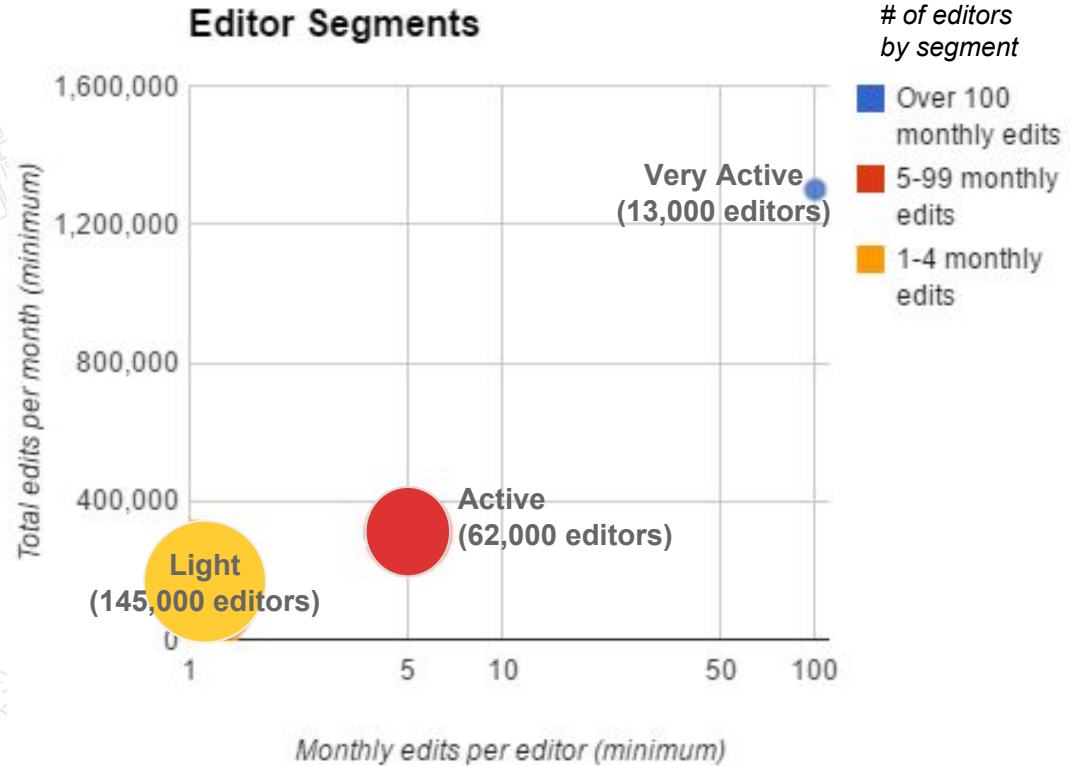
[1] [Wikimedia Public Policy](#)

Who we are today



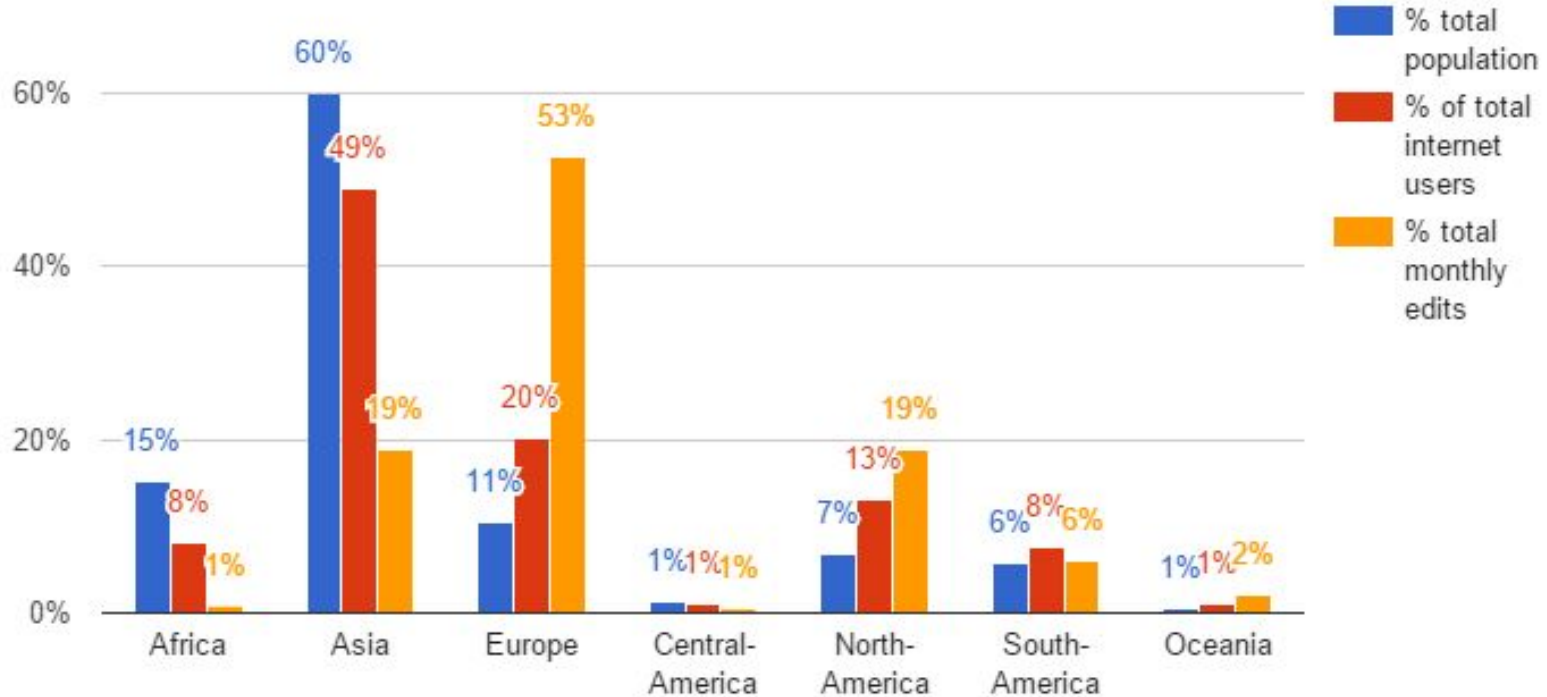
About 220,000 people contribute monthly


Our movement was pioneered by individual contributors, who play an invaluable role as **content contributors, curators, and supporters.**



Representation is skewed

Population, internet users and monthly edits to Wikimedia projects by region





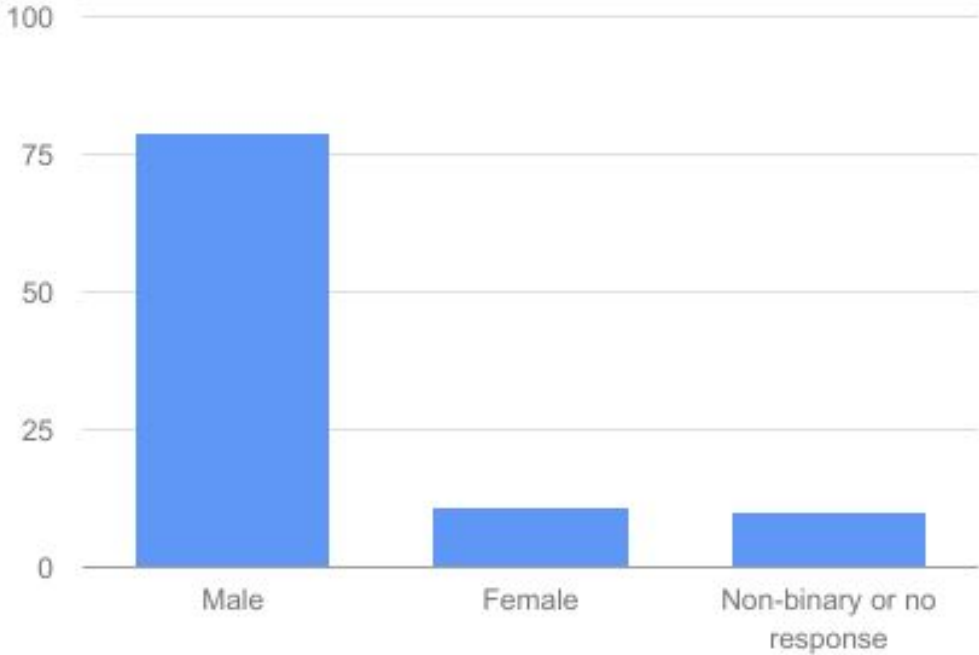
84% of Wikipedia articles focus on
Europe and North America^[1]

Distribution of items on Wikidata that are associated with a location

[1] [Mark Graham Geographies of the World](#), 2011
Source: Addshore / CC0 1.0 (Oct 2016)

The gender gap remains

Contributors by gender

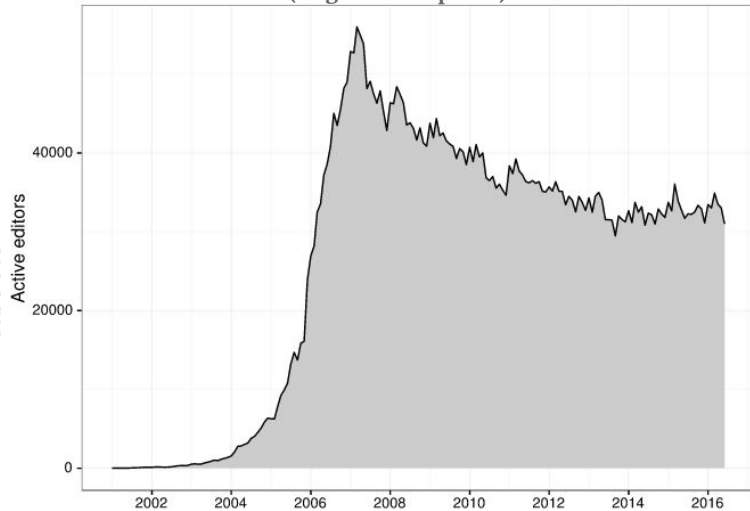


Established projects show a decline in retention

On English Wikipedia, there has been a **decline in active editors** as the project aged. The retention rate of newcomers has also significantly declined, from 35% to 5%.

TOTAL ACTIVE EDITORS

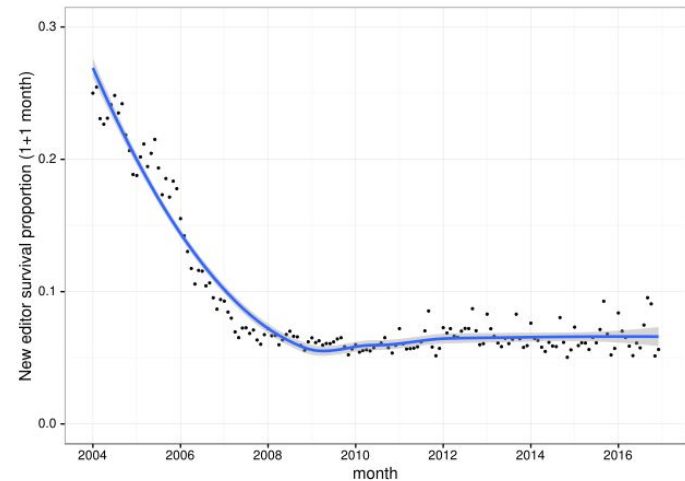
(English Wikipedia)



Source: [EpochFail / CC BY-SA 4.0](#)

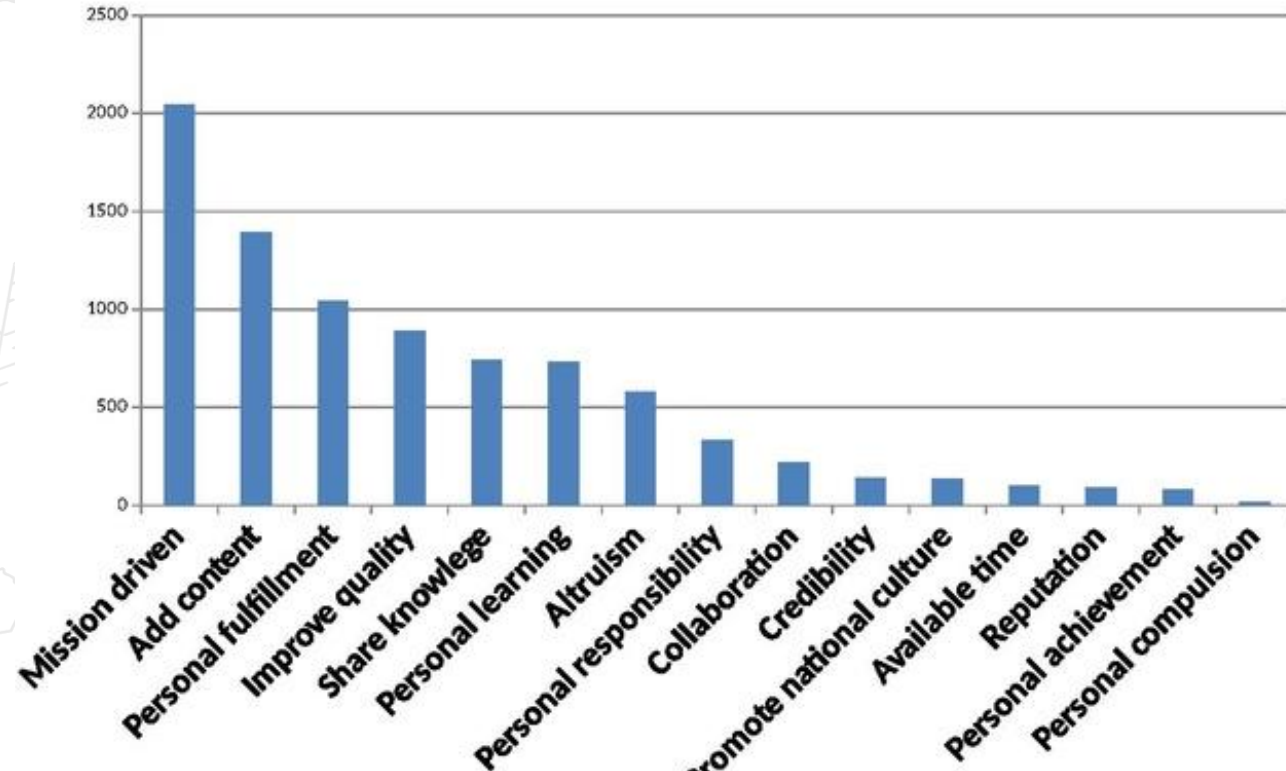
% SURVIVING NEWCOMERS

(English Wikipedia)



Source: [EpochFail / CC BY-SA 4.0](#)

Editors are mainly motivated by mission and content creation



Source: [Wikimedia Foundation](#) - Own work, CC BY-SA 3.0

In 2012, the Wikimedia Foundation surveyed 8,000 editors across 40 projects and 17 languages.

Here are the results from their responses to the question: **What one thing motivates you most to contribute?**

Organized groups



**100+ affiliates: the local connectors
for our global movement**

Wikimedia affiliates & allied organizations

Chapters

40

Support work focused on a specific geography

Thematic Organization

1

Support work focused on a specific theme, topic, subject or issue

Includes Amical Wikimedia

User Groups

71

Support work focused on geography and/or issue through a more simple and flexible model

Allied Organizations

2

Support Wikimedia Projects and Partnerships for adding content and contributors.

Includes WikiEd Foundation (US) and CIS-A2K (India)

Wikimedia Foundation

1

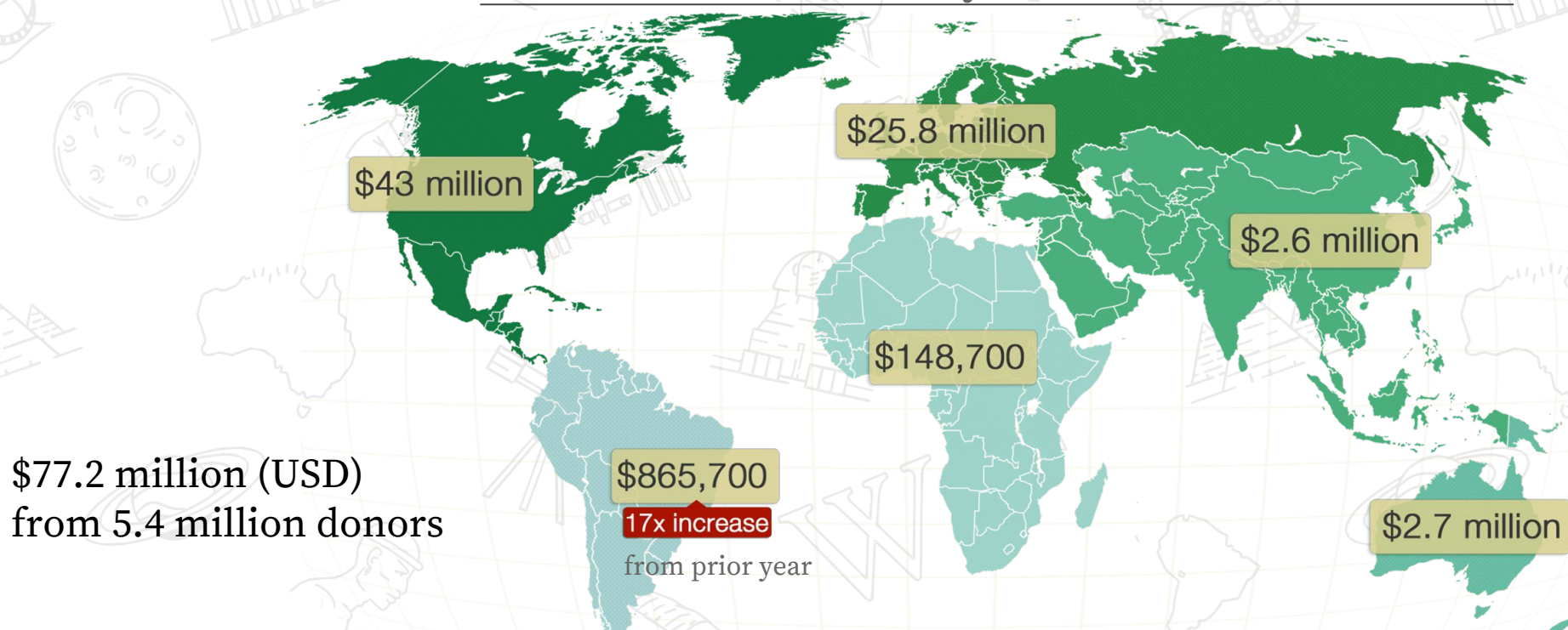
Support the Wikimedia movement

Donors



Funds raised by the Foundation

Donations by continent



\$77.2 million (USD)
from 5.4 million donors

Donations to the Wikimedia Foundation, fiscal year 2015-2016

NOTE: ALL AMOUNTS ROUNDED IN USD. THE CONTINENT TOTALS MAY EXCLUDE ANONYMOUS DONATIONS.

Note: This does not include money that was raised independently by Wikimedia chapters (e.g., Germany, Switzerland).

Source: [SPatton \(WMF\) / CC BY-SA 4.0](#)

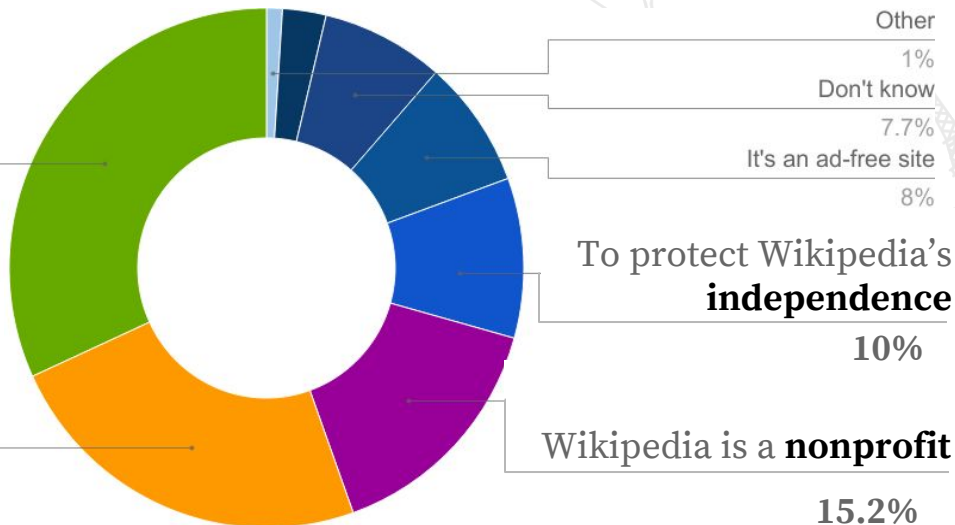
Why do donors give?

I use Wikipedia and would like to see it remain a source of information

31.8%

Wikipedia **depends on its readers** in order to survive

23.6%



DONOR MOTIVATIONS

in Australia, Canada, New Zealand, UK, US

Source: [Wikimedia Foundation](#), 2015

We do not know why all of our donors give, but we know **some of the top reasons from surveys among five countries in regions that donate the most.**

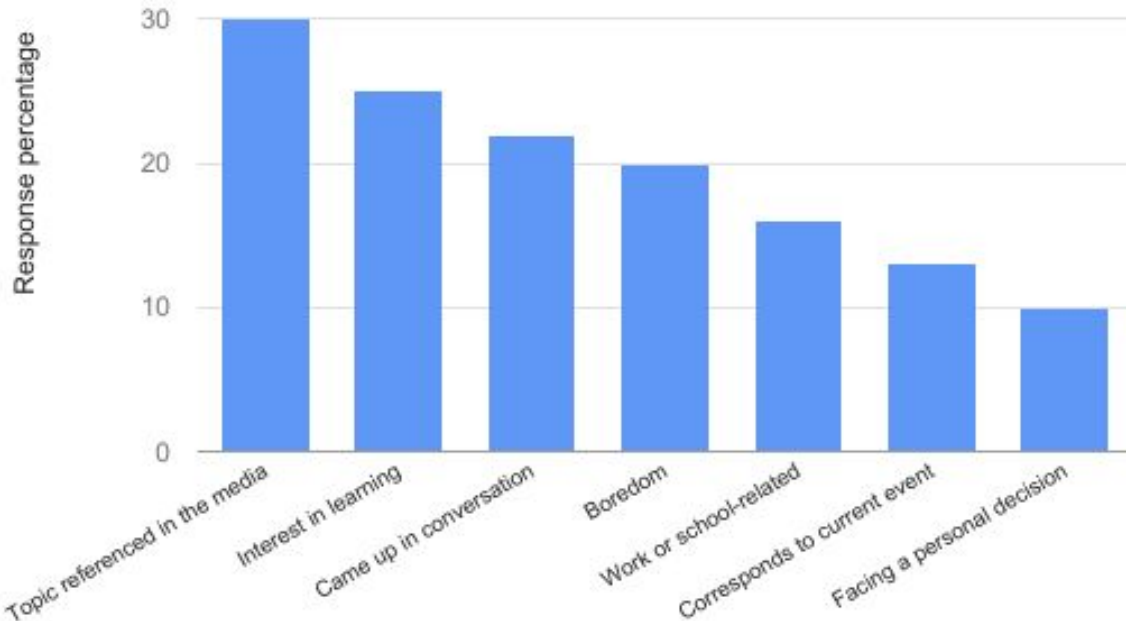
Use of Wikipedia is also a top reason for donors in other countries, according to 50+ focus groups conducted by the Wikimedia Foundation fundraising team.^[1]

Readers



Readers look up media references and enjoy learning

English Wikipedia is read in a wide variety of use cases.



We asked English Wikipedia readers why they use Wikipedia and coded 5,000 responses.

Similar surveys on Spanish and Persian Wikipedias suggest these responses also apply for other projects.



Mexico

2500 surveyed in
2 languages

Nigeria

2500 surveyed in
4 languages

India

6000 surveyed in
12 languages

Working from findings

People are increasingly getting information online, then consuming or sharing it **offline**.

As a brand, **Wikipedia is not widely recognized or understood**. Some people are Wikipedia readers without realizing it.

In Nigeria, internet access has been **prohibitively expensive**. Consumers are savvy, price-sensitive shoppers with low brand loyalty.

In India, internet access is more affordable, but **cost remains a barrier** to widespread internet penetration.

What's next?



Partners



Partnerships expand our impact

Wiki Education Foundation / CC BY-SA



Education

Dmitrij Paskevic / CC0 1.0



Galleries, Libraries,
Archives, and Museums



Distribution

Omaranabulsi / CC BY-SA 3.0



Like-minded
organizations

Right to research coalition / CC0

Who we want to become





CC BY SA Zeinab Mohamed



CC BY Soman



CC BY SA 3.0 Ademoor



Library of the London School of Economics and Political Science



Public Domain



CC BY SA Brett Matthews



CC BY Guillaume Paumier

What makes Wikimedia a movement?

The Wikimedia community:

- **Collective actions**
- Organizing **structures** & coordination
- **Common values** & principles
- An overall **belief** in free knowledge
- Similar (enough) **motivations**
- **Reaction against** the commercialization of the internet...

Other movements also:

- React against **systemic injustice** (such as land rights, ethnic discrimination or environmental exploitation)
- Fight **political** battles (for example, for civil rights, universal suffrage or labor rights)
- Often time-bound

We can **learn from other movements** and understand how they operate.

Where movements have challenges

Going from

To

Isolation (narrow focus, fragmented)	Interdependence (unified ecosystem)
Defensive stance (reactive)	Pro-active stance (opening up new possibilities)
Marginalization (even within movements)	Distributed power (among those most impacted)
Competition (self-interested groups)	Strategic direction (for collective impact)
Control (risk averse, perfectionistic)	Creativity (risk-tolerance)

What challenges do we share?

Have you experienced these challenges?

Going from

To

Limited engagement of those outside Wikimedia	Isolation (narrow focus, fragmented)	Interdependence (unified ecosystem)
Stuck defending against conflict (often on the periphery)	Defensive stance (reactive)	Pro-active stance (opening up new possibilities)
Tough environment for new communities to enter	Marginalization (even within movements)	Distributed power (among those most impacted)
Self-interest & internal power struggles	Competition (self-interested groups)	Strategic direction (for collective impact)
Resistance to change	Control (risk averse, perfectionistic)	Creativity (risk-tolerance)

What challenges will we overcome?

Our challenges	Going from	To	How to overcome
Limited engagement of those outside Wikimedia	Isolation (narrow focus, fragmented)	Interdependence (unified ecosystem)	Invite broad awareness
Stuck defending against conflict (often on the periphery)	Defensive stance (reactive)	Pro-active stance (opening up new possibilities)	Lead with bold vision & purpose
Tough environment for new communities to enter	Marginalization (even within movements)	Distributed power (among those most impacted)	Listen to people & communities
Self-interest & internal power struggles	Competition (self-interested groups)	Strategic direction (for collective impact)	Align & move collectively
Resistance to change	Control (risk averse, perfectionistic)	Creativity (risk-tolerance)	Trust & innovate



**What do we want to
build or achieve
together by 2030?**