

Movement strategy



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Priority slides



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Movement Strategy is the next phase of work towards developing a 10-year plan to realize the Strategic Direction by 2030. The strategy is being developed through a multi-year radically open collaborative design and co-creation process, engaging all parts of the movement.

While the Movement Strategy is not technically part of the MTP — it is not mentioned in the document — it aligns with, and supports, the MTP's two key goals and all five priorities, with a strong focus on Thriving Movement. Once approved, the strategy will have implications for every part of our work, both at the Foundation, and in the broader community.

We'd like to highlight the goal of completing the community-led draft recommendations by the end of Q2. This allowed us to take the next step of designing and executing community and board consultation and engagement in Q3 to deliver an approved strategy by end of Q3, and planning the implementation of the strategy, beginning with the April Wikimedia Summit in Berlin. It was a challenging Q1, but we are now back on track.



Process and timeline



- **2017: Strategic Direction**
 - 3 cycles of research and community conversations
- **2018/19: Open strategy process to build on Strategic Direction**
 - Nine thematic areas: Advocacy, Capacity Building, Community Health, Diversity, Partnerships, Product & Technology, Resource Allocation, Revenue Streams, Roles & Responsibilities
 - Working groups established for each area to develop recommendations for structural changes
 - Produced 89 recommendations (350+ pages)
- **April to September 2019: Community conversations**
 - 7 strategy liaisons plus volunteer affiliate liaisons
 - 31 salons in 29 countries (14 in Africa, 6 in Asia, 11 targeted to youth)
 - 2 regional summits (ESEAP and East Africa)
 - Wikimania in Stockholm
 - Online discussions



Process and timeline



- **Fall 2019: Building the final recommendations**
 - Tunis Harmonization Sprint: tough meeting, turning point
 - Working groups dissolved, volunteer writers co-designed process of consolidating the recommendations
 - 9 writers met for an intensive in-person work week Dec. 1-7
 - 13 recommendations from 89, with 13 underlying principles, one narrative of change
 - Connects back to Strategic Direction, consultations
- **January 2020: Community consultations**
- **April 2020: Implementation design**



Movement Strategy



MS Outcomes

Key deliverables:

<p>We will develop strategic recommendations in an open, consultative model</p>	<p>Final recommendations document created by community leaders; Summary document for translation</p>	
<p>We will engage community throughout the process</p>	<p>Develop consultation plan and materials to deliver in Q3</p>	

MS Metrics

Y1-Goal

Q2-Status

<p>Deliver a final version of the strategic recommendations, authored by the community to address the 2030 Strategic Direction</p>	<p>%100</p>	<p>%100</p>
<p>Deliver a 20-page summary document of the recommendations that will be translated and used as core material for community consultation</p>	<p>%100</p>	<p>%100</p>
<p>Develop consultation plan to implement in Q3</p>	<p>%100</p>	<p>%70</p>



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Key deliverables



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Develop final recommendations

Objective:

Final recommendations document created by community leaders; Summary document for translation

Our Q1 meeting in Tunis was not successful, and left the community writers in a difficult place. They were frustrated, and had lost motivation. We were concerned we would be unable to get the recommendations done, or that they would cause us to miss our deadlines.

We were able to regroup with the writers in October, develop a new plan, and conduct a writing sprint in December both in person and online. We delivered the materials on time, but at the very last minute.

Target quarter for completion: Q2 FY19/20

Key Results

Consolidate and revise down to ~15 recommendations, running no more than 80 pages in length.

Produce a summary document no longer than 20 pages, and translate into 6 languages for consultation

Y1-Goal

Q2-Status

%100

%100

%100

%100



Develop consultation plan



Objective:

Develop consultation plan and materials to deliver in Q3

We were delayed in the development of this plan as we awaited the final recommendations.

We were not adequately resourced to deliver such a high profile, high stakes consultation, and that our team had been siloed from the CE expertise in the org. Finally, two members of the core team have parental leave in the middle of the consultation. This was planned for, but raised some issues of consistent leadership for the plan.

Target quarter for completion: Q2 FY19/20

Key Results

Y1-Goal

Q2-Status

Complete and approve a plan to engage all of the diverse wikimedia communities, including leaders in the movement.

%100

%70

Develop communications materials and plan for rollout (FAQs, messaging, documents on Wiki)

%100

%25



Develop consultation plan



The situation

As we developed the consultation plan, we became concerned that we had not adequately resourced the team required to deliver and manage community engagements.

This is a priority consultation, with broad impacts, so it required a strong plan and adequate support.

With C-Team support, we reached out to staff in Trust & Safety, Community Relations, and Product to seek advice and commitments of support.

The impact

Staff in T&S, ComRel, and Product committed resources in early Q3 to advise on the planning, and also committed to supporting the daily delivery of the consultation.

Despite the recent dissolution of CE into various departments, the process of seeking support went smoothly and significantly improved the plan.

The recommendation

Staff continue to support the consultation through to the end of Q3, leading into the end-of-quarter approval and the implementation plan.