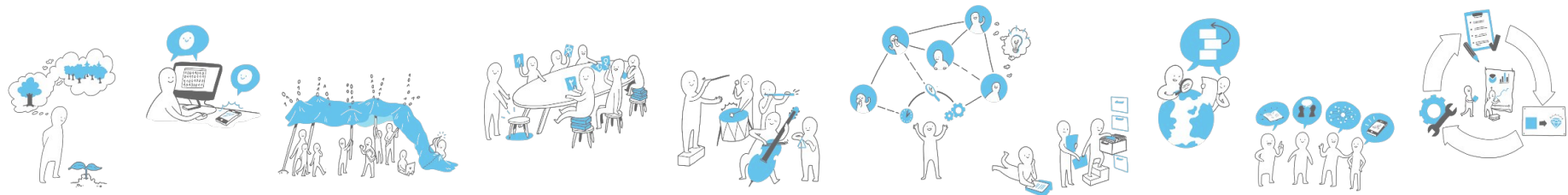


Wikimedia 2030 Movement Strategy Recommendations



Where We Started

2017: **Strategic Direction** endorsed by the movement

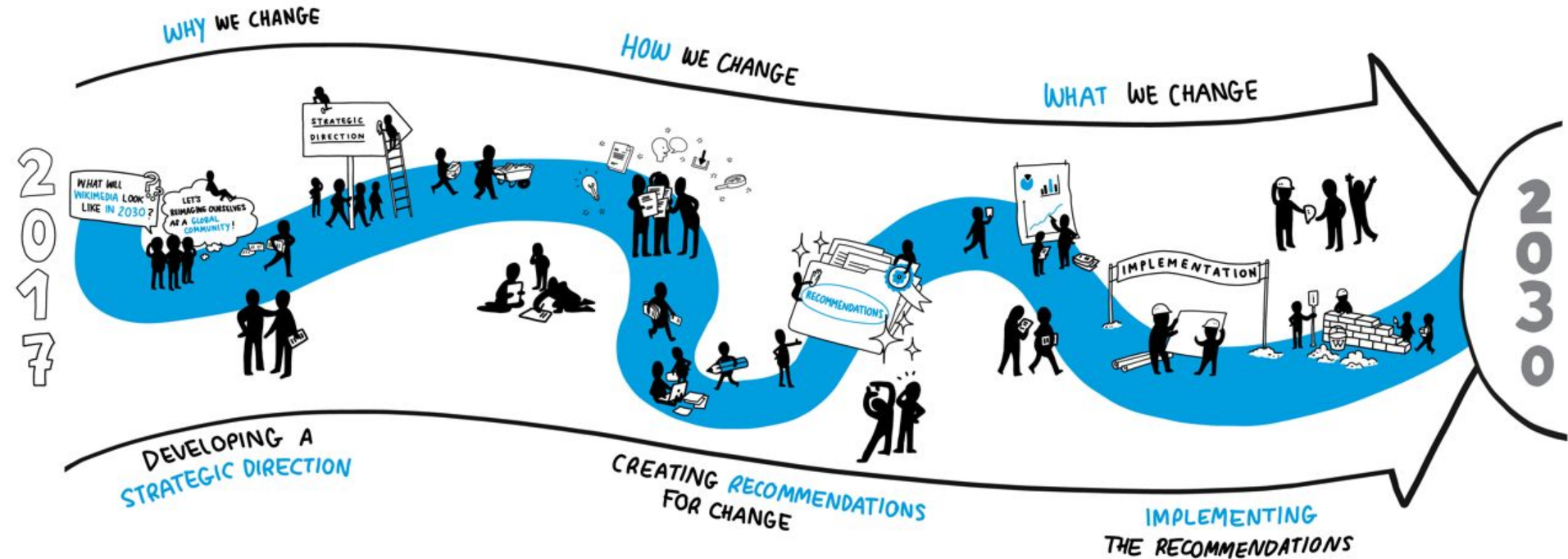
- 3 cycles of research and community conversations
- Pillars of Knowledge Equity and Knowledge as a Service

“By 2030, Wikimedia will become the essential infrastructure of the ecosystem of free knowledge, and anyone who shares our vision will be able to join us.”

We Did This Together

- An open, inclusive, and movement-owned strategy process
- Opportunities for co-creation and building a shared purpose in the movement
- Engagement with previously excluded voices
- Close to 100 people collaborated in nine thematic working groups
 - Advocacy, Capacity Building, Community Health, Diversity, Partnerships, Product and Technology, Resource Allocation, Revenue Streams, Roles and Responsibilities
- The process has been as important as the product
- 3 rounds of online discussions with the movement
- Numerous supported, community-led and affiliate-led strategy events

BUILDING OUR FUTURE



The Journey of the Recommendations



2019: Drafting the recommendations

- March - August: working groups discuss the scope of their thematic area, commission research, draft recommendations
- August - the first rough draft of the recommendations released online and in-person at Wikimania
- September - draft recommendations are revised based on the input and a second draft is delivered - 89 recommendations



Image: Sailesh Patnaik - Own work, CC BY-SA 4.0
Harmonization Sprint, Tunis, September 2019

March to September 2019: Wide-reaching community conversations

- Wikimedia Summit
- 7 community strategy liaisons
- Volunteer affiliate liaisons
- 48 salons in 29 countries
(14 in Africa, 6 in Asia, 11 targeted towards youth)
- 2 regional summits (ESEAP, East Africa)
- Wikimania in Stockholm



Image: Vanjpadilla - Own work, CC BY-SA 4.0
ESEAP Strategy Summit, Bangkok, June 2019

October to December 2019: Consolidating the recommendations

- Working groups dissolved
- Volunteer writers and reviewers continued
- Co-design of the process ahead
- 89 recommendations consolidated to 13
- Refinement over December and January



Image: Abbad (WMF) - Own work, CC BY-SA 4.0
Writers' Meeting, Berlin, December 2019

January - March 2020: Conversations with the Movement

- Translations for 12 different language communities
- 6 dedicated strategy liaisons to facilitate conversation
- Strategy sessions held at various global community events
- 40+ events led by affiliates to discuss strategy recommendations
- Dedicated outreach with Africa and the ESEAP region



Image: Partynia - Own work, CC BY-SA 4.0
AdminCon, Dortmund, February 2020

40+ Events Led by Affiliates



"Our Strategy meetup about the 13 recommendations was a captivating moment of exchange for our community." — Rency Inson Michel, Wikimedians of Haïti

Image: Rency Inson Michel - Own work, CC BY-SA 4.0
Haïti strategy meetup, Port-au-Prince, February 2020

Strategy at Global Events

A large group of people, approximately 100-150 individuals, are posed for a group photo on a wide set of outdoor stone steps. They are arranged in many rows, filling the width of the steps. The people are dressed in casual to business-casual attire, including jackets, sweaters, and collared shirts. Many are wearing lanyards with identification badges. The background shows a multi-story brick building with several windows, and the sky is clear and blue. The ground in the foreground is covered with fallen autumn leaves.

“Engaging with community members in-person establishes context and helps ensure diverse voices and needs are represented in our movement’s future.” — Jackie Koerner, event participant and contributor

Image: Victor Grigas - Own work, CC BY-SA 4.0
WikiConference North America, Boston, November 2019

Emerging Opportunities

“Having a strategy event helped us discover the movement in greater depth, understand our impact, and discuss our importance for the MENA region and Africa. Most importantly, it was a rare occasion for us to connect and meet in person to discuss strategy.” — Wikimedia Morocco community organizer

Image: Farajibrahim - Own work, CC BY-SA 4.0
Strategy Meetup, Morocco, February 2020

March - April 2020: Finalization of the recommendation

- Rich input received from the movement to refine and improve the recommendations
- Summary created to demonstrate the diversity of input and opinions
- Feedback integrated to finalize the recommendations
- Final: 10 recommendations, 10 principles



The Principles



Image: Discoverynn - Own work, CC BY-SA 4.0

The Principles

- Fundamental beliefs that guide our work and collaborations in the Movement
- The principles speak to what it means to be a Wikimedian
- Emerged from working group deliberations and the alignment of the original 89 recommendations
- 13 principles refined down to 10 after conversations with the Movement
- They are the roots of the recommendations and upon which Movement Strategy will be implemented

Building Blocks of Our Movement's Future

- People-centredness
- Safety and Security
- Inclusivity and Participatory Decision-Making
- Equity and Empowerment
- Subsidiarity and Self-Management
- Contextualization
- Collaboration and Cooperation
- Transparency and Accountability
- Efficiency
- Resilience

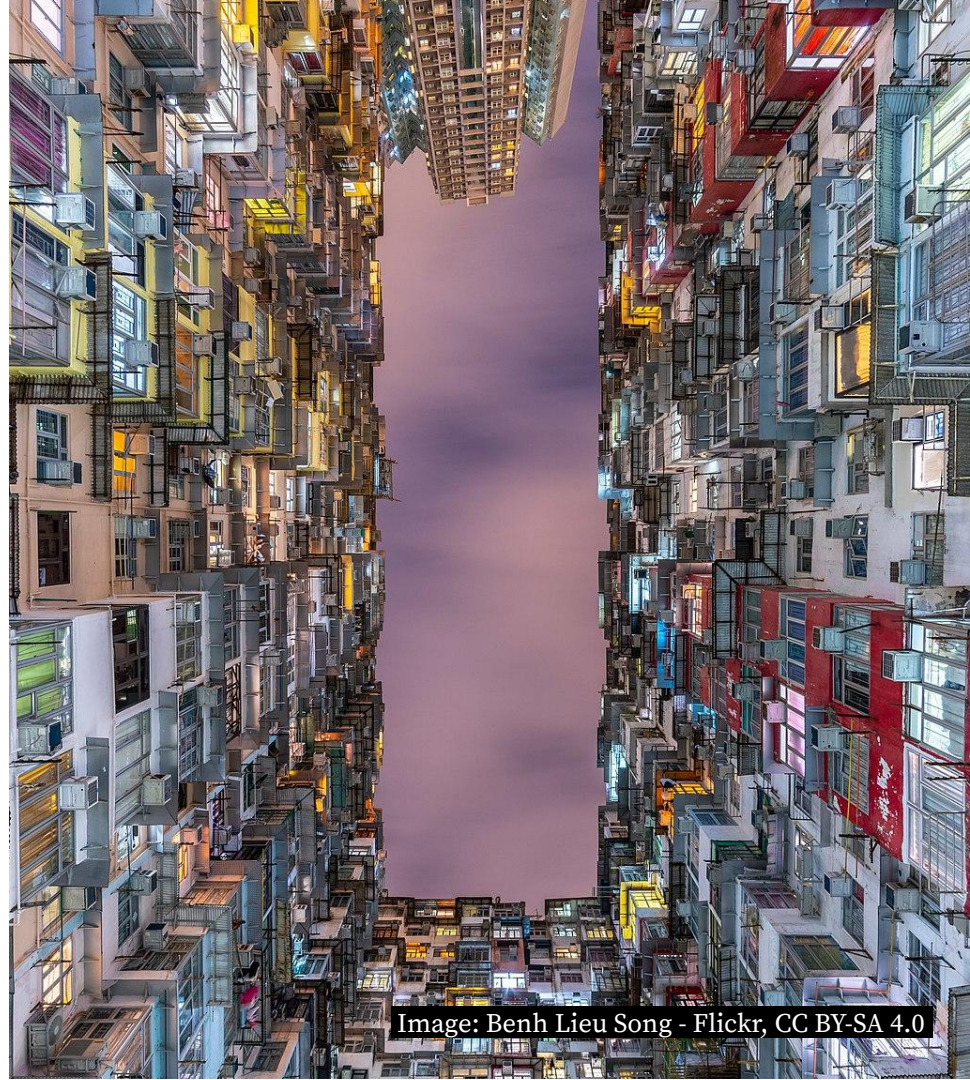


Image: Benh Lieu Song - Flickr, CC BY-SA 4.0

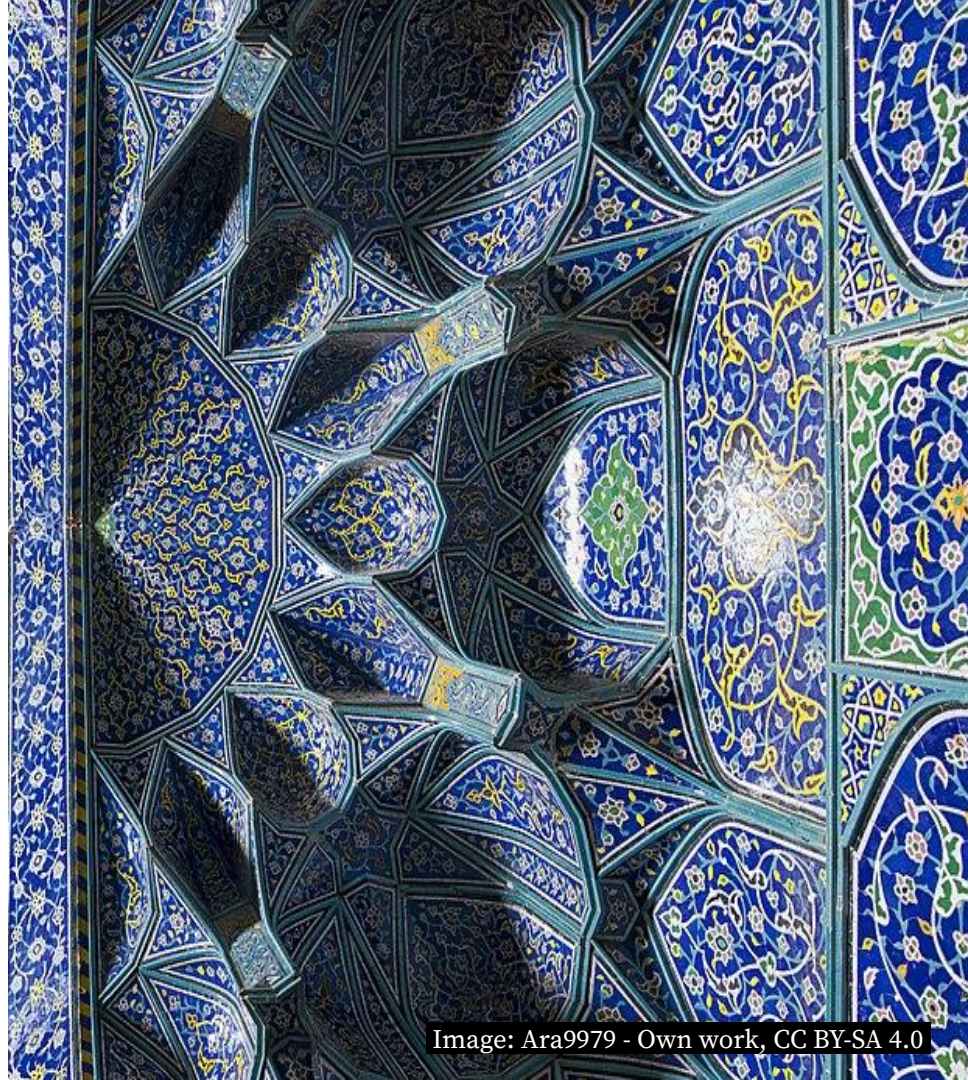
The Recommendations



Image: Jernej Furman, CC BY-SA 2.0

Patterns in the Recommendations

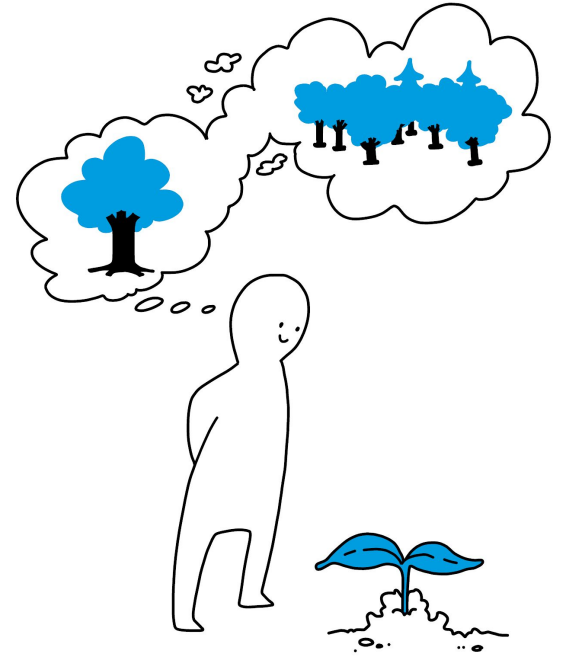
- Power-sharing, community leadership, and decision-making
- Shared accountability in generating and allocating resources in the movement
- Prioritizing safety, security, and inclusivity
- Improving UX, technology, and innovation
- New investments and infrastructure for skills, learning, and training
- Improved communication, coordination, evaluation, and knowledge management
- Understanding ourselves and our impact



1. Increase the Sustainability of Our Movement

Being people-centered and increasing our movement's sustainability.

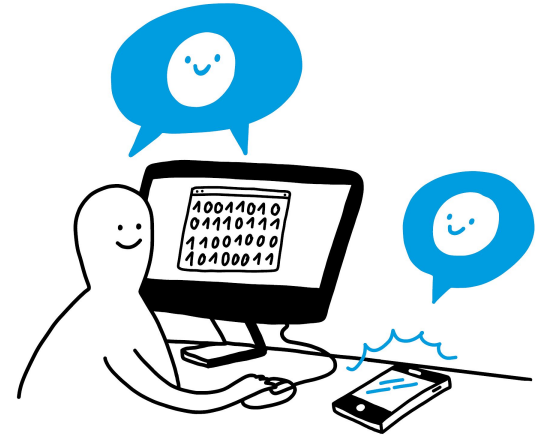
- Recognize and address the needs of volunteers - long-time contributors and newcomers
- Develop local fundraising capacity - new opportunities for revenue generation, shared accountability
- Increase awareness about the movement
- Partnerships for free knowledge and revenue generation, such as API development based on our values



2. Improve User Experience

Addressing the usability and accessibility of our products and ways to continuously and inclusively improve.

- Better involvement of contributors and developer communities in UX research, testing, and dissemination
- Testing for a wide range of user profiles and devices
- Resources for newcomers
- Accessibility standards
- Peer spaces, documentation standards, cross-project and cross-language tools



3. Provide for Safety and Inclusion

Addressing harassment and providing for safe and inclusive environments.

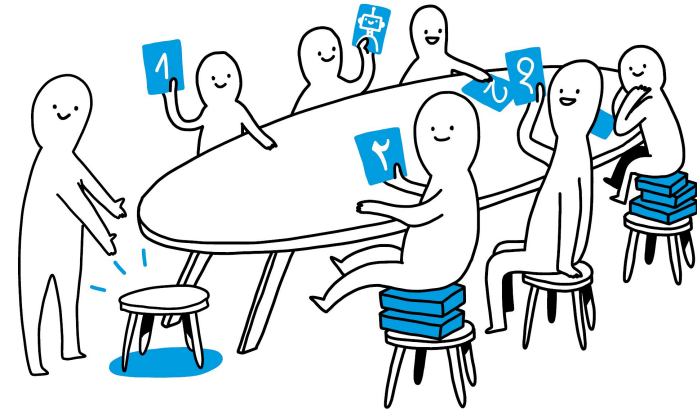
- Creation of a Code of Conduct in collaboration with communities
- Anonymous incident reporting
- A safety assessment and execution plan that includes rapid response infrastructure
- Local capacity for safety - privacy tools depending on contributor context
- Advocacy for free knowledge principles



4. Ensure Equity in Decision-making

Establishing shared responsibility and accountability for decision-making and distribution of resources.

- Equitable representation in global decision-making
- Participatory resource allocation
- Movement Charter
- Global Council
- Regional and Thematic Hubs
- Defined roles and responsibilities for all stakeholders



5. Coordinate Across Stakeholders

Creating spaces for improved communication and collaboration within the movement and with partners, technical contributors, and developer communities.

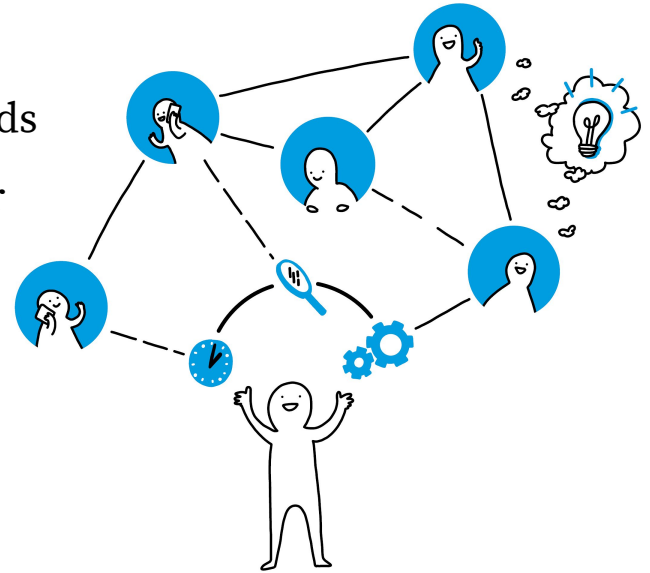
- Based on clearly defined roles and responsibilities
- Coordinating resources
- Comprehensive information exchange, improved learning and knowledge transfer
- Establishing a Technology Council for new functionalities, networking opportunities for greater technology support, and faster reaction



6. Invest in Skills and Leadership Development

Developing technical and people skills in individuals and organizations.

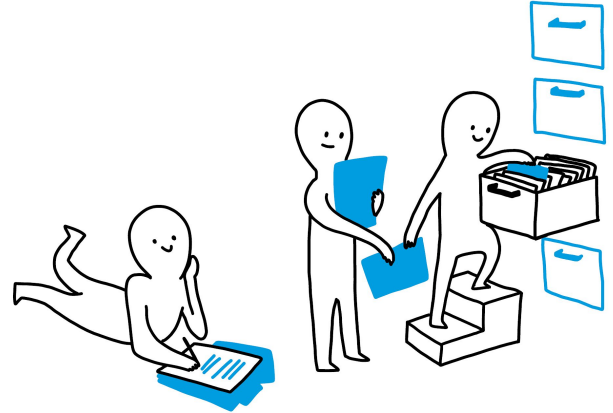
- Global approaches based on real, locally-identified needs
- Relevant initiatives for a wide range of skills needed for contributing and movement building
- A globally coordinated leadership development plan
- Online learning, peer networks, multiple languages
- Recognition and incentives for skill development
- Tapping into movement expertise and mentorship



7. Manage Internal Knowledge

Ensuring the movement's internal knowledge is user-friendly, participatory, and of high quality.

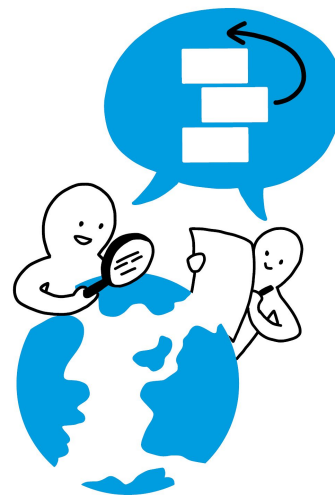
- Integral for scalability, transparency, and equitable development for individuals and organizations
- An efficient culture of documentation
- A navigable knowledge base with access to learning assets for the whole movement
- Staff dedicated to this role - curation, update, etc.



8. Identify Topics for Impact

Understanding how our content impacts people and how it can be used (and misused) in the world.

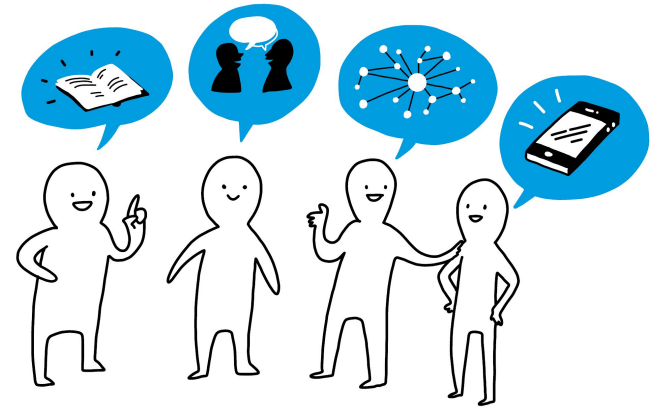
- Without impacting the autonomy of volunteers or contributions
- Ways to address content gaps and advocate for content creation
- Understand the significant harm of misinformation on our projects
- Prioritize resources relating to content
- Work with specialized partners



9. Innovate in Free Knowledge

Exploring and expanding our range of free knowledge projects and content formats to stay relevant, grow diverse and resilient in line with our vision and Strategic Direction.

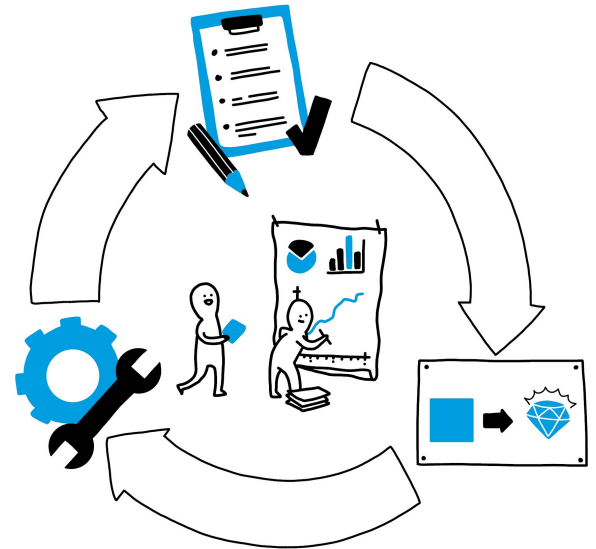
- In consultation with communities, identify barriers to address gaps in knowledge
- Create pathways to new projects and policies for knowledge equity
- Develop tools and partnerships to make free knowledge accessible in various formats



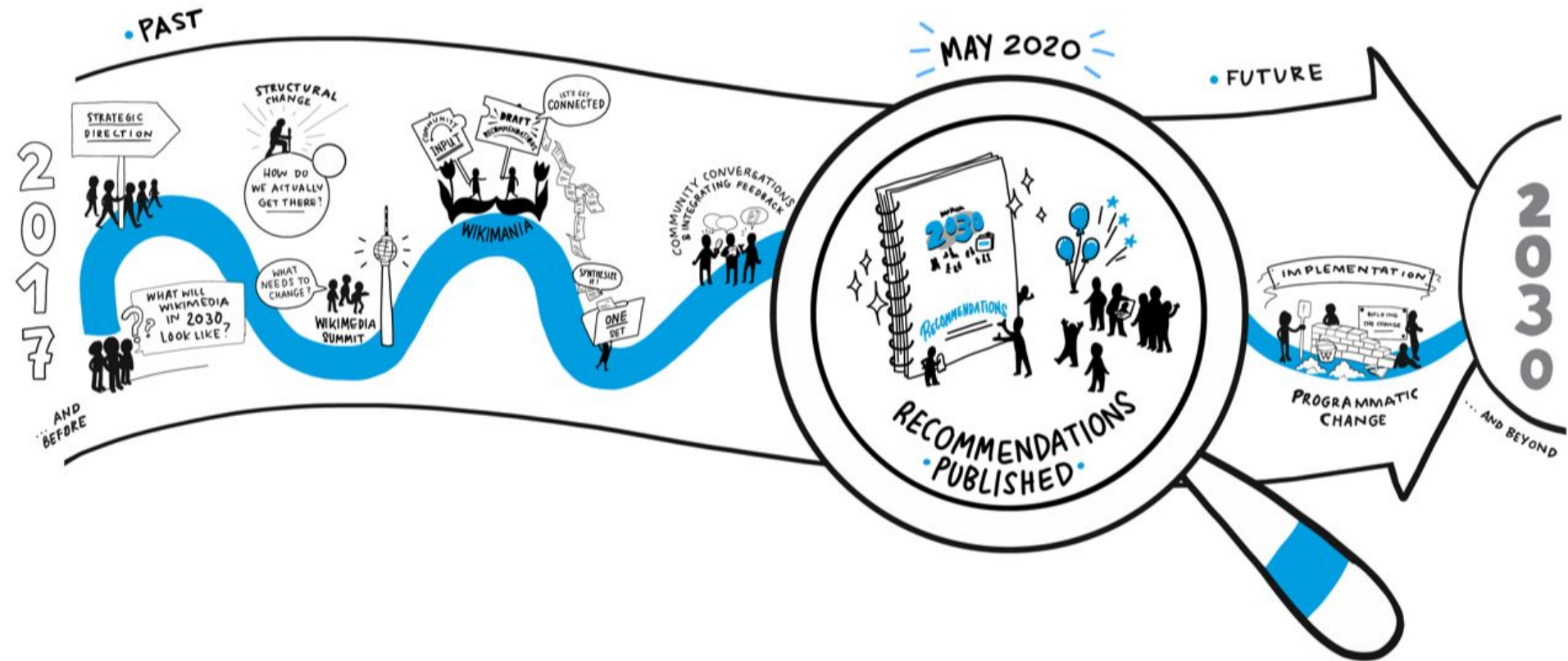
10. Evaluate, Iterate, and Adapt

Develop self-awareness as a movement and efficiently implement Movement Strategy recommendations for 2030.

- Resources and expertise for evaluation
- Shared responsibility and mutual accountability for all movement actors
- Be able to monitor activities, evaluate, communicate progress, and facilitate learning



BUILDING OUR FUTURE



What's Next

- April 2020: Transition plans postponed due to the COVID-19 pandemic
- May: Recommendations shared with the Movement
- June and onwards: Design and discussions for transition to implementation
 - Engaging all parts of the movement, building shared responsibility
 - Prioritizing and sequencing the recommendations
 - Identifying and ensuring resourcing and support
 - Transitioning to implementation together

Stay Connected

Check our website for detailed information about the process and the people, blog posts, updates, reports, FAQs, and drafts of the recommendations

- 2030.wikimedia.org !

Reach out to the Movement Strategy core team with any questions, concerns or compliments :)

- strategy2030@wikimedia.org !

