SITULA

GIVE FEEDBACK
https://tinyurl.com/SitulaModel

Our existing system lacks clear responsibility for global decision making, capacity building and conflict resolution, all of which have been identified as primary *pain points* of the current governance model. [1] Greater clarity of roles and authority will result in a flatter organization. The proposed system is a hybrid of two distributed organisational models - Open Organisation [2] [3] and Buurtzorg. [4] Because neither model on its own worked on the level of a global organization, this scenario drew from the best parts of each. The Open Organization model centers on the concept of a guiding Charter that defines a mandate and the overarching processes and rules that govern activity at every level of the organization. The Buurtzorg model provided the main philosophy of self-directed, self organizing teams who are empowered to make their own decisions and are supported to do their work through an infrastructure of Coaches and administrative "Back Offices". Back Offices would support local, regional or thematic work, as well as the work of Coaches who act as intermediaries between self-organised Teams and Back Offices. This scenario will allow us to "become the essential infrastructure of the ecosystem of free knowledge". Current trends and research on organisational development show that decentralisation and self-management are used across profit and non-profit sectors to deal with increasing complexity in and around organisations. As Wikimedia projects operate on similar principles, we believe this is a way to build on existing strengths, while being aware of current shortcomings that need to be overcome.
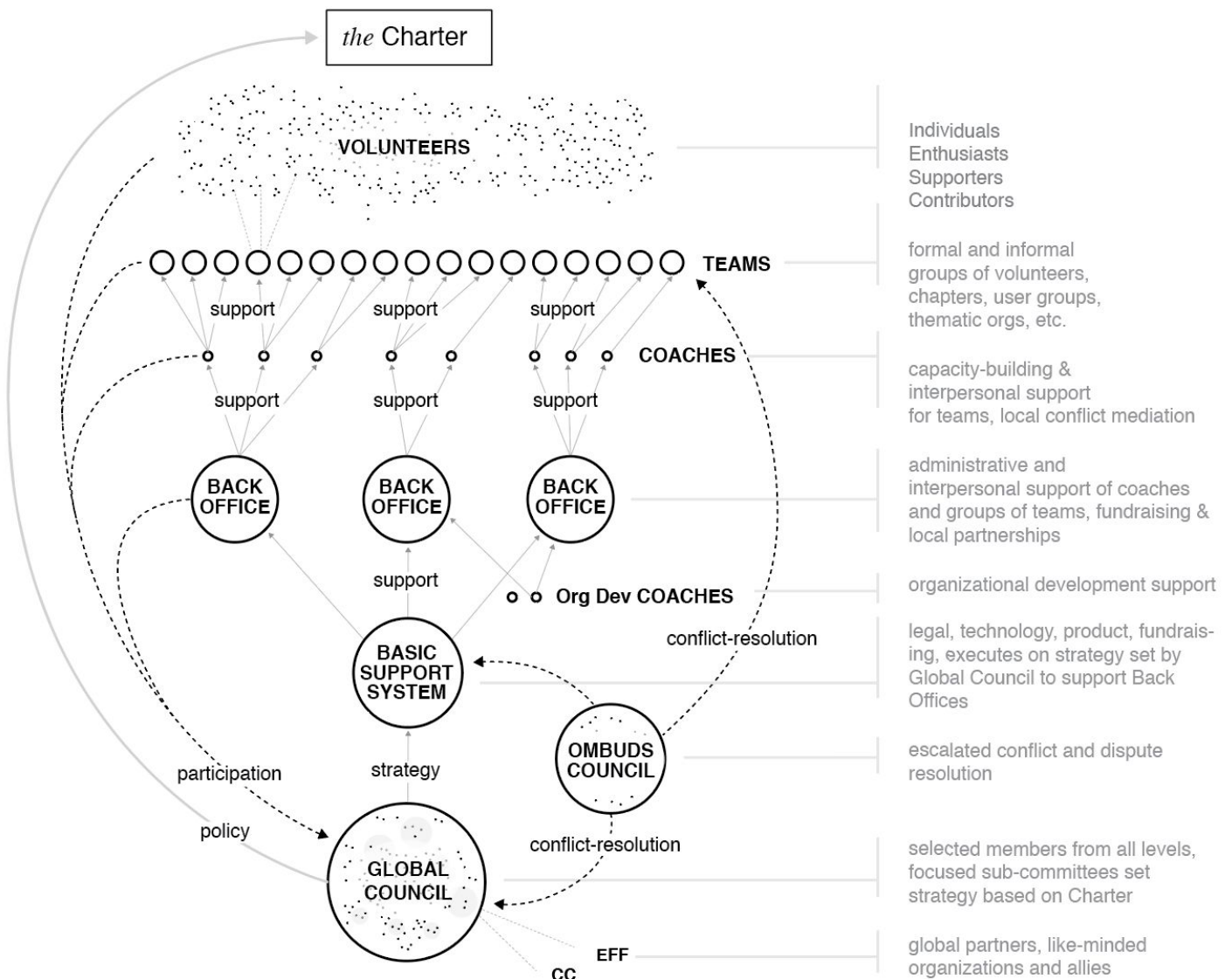
THE MOVEMENT CHARTER

The Charter lays out the fundamental purpose, rules and processes that govern the Movement.

Anyone who shares the vision laid out in the Charter (and agrees to abide by its rules) may join.

All other parts/bodies of the Movement also have a charter of their own, which must align with the Movement Charter.

The Charter specifies how decision-making will be made (including other non-consensus models that draw upon best practices and precedents from successful open organization models.)

VOLUNTEERS

Volunteers work on their own, or organize formally or informally, to produce, improve and deliver content.

Volunteers can get support directly from a Back Offices, if they do not want to organise as a Team.

TEAMS

Teams are *groups of people who organize* to support the Movement Charter.

Teams are self-initiated, self-organizing, and self-directing.

Teams can be geographic, non-geographic, thematic or language-based.

Teams can organize formally (according to the laws of the country) or informally.

Team activities are subject to the rules and processes set out in the Movement Charter.

Each Team has a Team Charter describing how its activities will advance the Movement Charter.

Teams operate according to the rules and processes set out in their Team Charter.

Every Team has a Coach and support from a Back Office.

Teams are responsible for resolving Team conflicts in accordance with the Movement Charter.

When the Team is unable to resolve conflicts on its own, the Coach will provide support.

Team resources are provided via their Back Office.

Teams are expected to form partnerships with local or regional organizations.

Teams can fundraise.

Fundraising activities will be done in coordination with other local, regional and global Teams.

Teams *must* coordinate activities with other Teams where Team Charters overlap.

COACHES

Coaches serve Teams by providing mentorship and ongoing capability-development.

Coaches can come from teams or the community, but are hired on the basis of skill.

Their skills should include experience in conflict resolution, organizational development as well as strong communication skills.

The requirements for coaching's skills may be adaptable depending on the context.

Coaches participate in planning meetings and provide feedback at all levels of the system. They are the "seismographs" of the Movement in that they detect and track changes in the branches of the Movement. They act not only in a reactive mode but also provide proactive management of potential challenges.

Coaches enable an open communication channel between the Team and their Back Office.

Coaches gather needs and suggestions from Teams on an ongoing basis.

Coaches act as advocates for Teams' needs and suggestions, to the Back Office.

Coaches provide conflict-resolution support if Teams are unable to resolve conflict on their

own.

When Coaches *and* Teams are unable to resolve a conflict, it is escalated to the Back Office.

Coaches uphold and reinforce the Charter at the Team level, as needed.

BACK OFFICE

The Back Office (BO) exists in order to enable the productive activity of the Teams and Volunteers.

The BOs can be geographic, non-geographic or language-based.

BOs are located as close as possible to the Teams and Volunteers they support.

The BO is the Coach's home base, and is staffed according to the specific skills needed.

The BO provides Coaches with day-to-day administrative and interpersonal support.

BOs are responsible for ensuring Coaches have regional intelligence and appropriate training.

BO activities are subject to the rules and processes set out in the Movement Charter.

Each BO has a BO Charter describing how its activities will advance the Movement Charter.

Each BO operate according to the rules and processes set out in their BO Charter.

The BO provides grants to its Teams and Volunteers based on its Charter and other criteria it defines.

The BO gathers needs/requests from the Teams and Volunteers to Global Council.

The BO onboards new Coaches and Teams if need be.

The BO provides tiered levels of support according to maturity and specific needs of Teams and Volunteers.

The BO is one channel for communicating information between Global Council and Teams.

The BO is responsible for recognising new Teams and Wikiprojects.

Each BO communicates with other BOs and shares their learnings with their Teams and other BOs.

The BOs can do fundraising according to the laws of the country they are in.

The BOs can provide support directly to volunteers.

BOs include volunteers who want to provide supporting roles to others.

The BO is responsible for collecting inputs on product and technology and communicating them to the GC.

BOs are supported by Organizational Development coaches.

BOs must maintain an appropriate level of language plurality for their region/thematic focus in order to better support their coaches and teams.

BOs maintain total transparency of finances to the Global Council for evaluation and possible redistribution.

BASIC SUPPORT SYSTEM

The Basic Support System (BSS) provides administrative support to the BOs.

The BSS provides legal support to the BOs.

The BSS provides staff support for the Global Council and Ombuds Council.

BSS activities are subject to the rules and processes set out in the Movement Charter.

The BSS has a Charter describing how its activities will advance the Movement Charter.

The BSS operates according to the rules and processes set out in the BSS Charter.

The BSS holds and maintains the trademarks.

The BSS has a trademark agreement with all BOs, in order to allow them to recognise new Wikiprojects and Teams.

The BSS is responsible for servers.

The BSS is responsible for technology and product development.

The BSS is responsible for global fundraising.

The BSS administers funds to the BO's according to the Global Council's directions.

GLOBAL COUNCIL

The Global Council (GC) is responsible for setting the Strategy for the Movement.

The GC makes strategic decisions, with community consultation wherever possible/viable.

The Movement Charter defines the scope and activities of the GC.

The Movement Charter defines the length of time someone can serve on the GC.

The GC is responsible for making changes to the Movement Charter.

The GC is responsible for setting frameworks on resources allocation, revenues etc.

The GC is responsible for global partnerships.

The GC is comprised of volunteers and experts.

The GC's members get "sitting allowance".

The GC's members get selected and elected from all levels (Community, Teams, Volunteers, Coaches, BOs, and BSS).

The size of the GC is at the level of the current strategy working groups (~90-100 people)

The BSS provides staff support for the Global Council.

The GC members work in functional sub-committees to focus and advise on topics such as Legal, Finance, Governance, etc.

These sub-committees can also focus on special topics such as Diversity or A.I., for example.

Sub-committees can be persistent or ephemeral.

The GC can engage expert consultants as needed.

OMBUDS COUNCIL

The Ombuds Council (OC) is responsible for upholding the Movement Charter by any levels.

The Movement Charter defines the scope and activities of the OC.

The OC consists of volunteers and experts.

The OC is responsible for resolving conflicts between GC, BSS, B.O.'s.

The BSS provides staff support for the Ombuds Council.

The OC's members are selected and elected from all levels (Community, Volunteers, Teams, Coaches, BOs, and BSS), based on their skills and expertise.

The skills required to qualify for term on the OC are defined in the Movement Charter.

RISKS

Incompatible with charity laws in UK/US

Lack of acceptance of coaches and Government Structures

Teams become too narrowly focus and lose big pictures

Back office will struggle to support minority languages

Global Council doesn't actually provide equitable power balance to language and ethnic minorities
Increase complexity (bureaucracy) by decentralizing to more entities.

Autonomy breeds competition

Built in inequity between volunteers and positions of responsibility

Cannibalizing our communities by hiring too many volunteers

Global Council has too many things/topics on their plate

THEMATIC AREAS

Disclaimer: These are our understanding of how these areas should be working. This was drafted before we have received any input from other working groups, so it can be changed after the feedback we receive.

REVENUE STREAMS (FUNDRAISING)

Fundraising can happen at any level.

Fundraising must be coordinated at a local, regional and global level, according to the Charter.

Fundraising rules should be flexible and guided by common sense.

All liquid resources that are raised go into a single pool for the use of all Teams.

The Basic Support Structure administers resource allocation.

PARTNERSHIPS

Partnerships can happen at any level.

Partnerships must be coordinated at a local, regional and global level, according to the Charter.

Partnerships rules should be flexible and guided by common sense.

The information about partnerships should be shared with other levels.

The Global Council is responsible for Movement level partnerships.

RESOURCE ALLOCATION

Teams can either apply for grants or to receive a basic income.

Back Offices receive a basic income.

Members of the GC and OC receive a "sitting allowance".

The Global Council determines resource allocation to all levels but decisions on how resources are spent are made on a local level.

DIVERSITY

Diversity principles and rules are articulated in the Movement Charter.

All levels are bound to the diversity principles and rules articulated in the Movement Charter.

All governing bodies must be created in a way that fosters and supports diversity and inclusion (e.g. mix of elected and appointed seats, quotas)

CAPACITY BUILDING

Capacity building should happen on all levels.

BOs are responsible for capacity building of Coaches, Teams and Community.

PRODUCT & TECHNOLOGY

Product and technology strategy is defined by the BSS.

The GC can help to define this strategy by collecting and including inputs from all levels.

COMMUNITY HEALTH

Rules governing Community health are articulated in the Movement Charter.

All levels should be bound to support community health.

ADVOCACY

Advocacy can happen at all levels.

The GC is responsible for setting frameworks on advocacy.