Strategic Planning +2020

Wikimedia Argentina is a non-profit association that works in pursuit of the following vision and mission:

VISION

To imagine a world in which every human being could share the sum of all human knowledge freely. That is our commitment.

MISSION

To create an open, well-informed and democratic society by means of the creation of and the access to free, high-quality and diverse knowledge.

Strategy 2020-2021 and its alignment to the movement's strategy.

During 2019, Wikimedia Argentina has worked on the design of a new strategic direction for the next years. This not only comes as result to the needs and opportunities detected in our local community and context, but also to prioritize the promotion of the new strategic direction of the Wikimedia movement.

For this purpose, we have defined two lines of strategic work through which we can boost the impact of our 3 programs - **Education & Human Rights, Culture & Open Knowledge and Diverse Communities** -. These are the following:

- **Promoting knowledge equity**: Creating diverse, reliable and underrepresented knowledge to ensure that knowledge is locally relevant for LATAM communities
 - We will create diverse, contextualized, locally relevant content from the Global South.
 - We will create content about historically marginalized and underrepresented communities, engaging them directly in the process.
 - We will create knowledge that takes into account the incorporation of local culture and idiosyncrasies. We will make the preservation of endangered local heritage our priority.
 - Wikimedia projects will be the main spaces for search, creation and promotion of verifiable and reliable knowledge with the objective of fighting lack of information and providing Argentinean society verifiable and quality information.
 - We will create content that favors the construction of an active, informed citizenship that's committed with the global challenges. Wikimedia projects will be allies of the promotion and dissemination of the Sustainable Development Goals.
 - Knowledge is built collaboratively, together with strategic counterparts and diverse audiences who ensure its diversity and high quality.
- Capacity Building for advancing the Wikimedia Movement (leaders & communities): Generating skills, processes and resources to boost current and future communities in pursuit of the development of an equitable, inclusive, diverse and inviting movement for all.
 - We will create spaces for training and development according to the demands, needs and opportunities of the local context. By community
 we mean current and new WMAR thematic communities, emerging communities, editors, and also civil society organizations, education &
 cultural partners etc. Particularly, we will promote the growth and development of editors and community leaders from underrepresented
 communities.
 - We will also develop training programs and, when needed, we will allocate resources to advocate for the incorporation of open processes and policies to find new allies for the Wikimedia movement.
 - We will reach, support and accompany the birth of new thematic, geographic, linguistic, historically excluded, etc communities by mentoring, coaching and providing resources to new and existing groups of interest in Argentina and the region so as to help them join the Wikimedia movement.
 - We will develop learning communities for the transfer of knowledge within the Wikimedia movement.
 - We will create new areas and roles that broaden the sense of community and new opportunities to join according to their demands and needs. We will work actively to keep on identifying and developing programs for new leaders and volunteers in current and future communities.

 We will create opportunities and internal development to position Wikimedia Argentina as a leader in the promotion and creation of free knowledge.

Cross-cutting principles:

In 2030, the Wikimedia movement will be the essential infrastructure of the ecosystem of free knowledge. For this purpose, apart from the strategic lines, our work on **advocacy & partnerships** will be crucial. As a matter of fact, one or some of these cross-cutting lines might become a strategic line of work next year or in the next following years, so we must keep our plans flexible and subject to possible changes. This is the result of the current political situation of our country, that will have general elections in 2019 and surveys point to a likely change of administration. This will directly affect our work in these areas and we will have to adapt to the new local agenda. Also, during the 2020-2022 period, we would like to support the development of the Wikimedia movement in Latin America. For this purpose, we will work on identifying the needs of emerging communities with the purpose of supporting and promoting their development in their own contexts and we will **allocate resources** for that purpose. Also, **Gender & Diversity** continues to be a fundamental cross-cutting line; in the next years we hope to expand the number of leaders with diverse gender identities as an active part of WMAR and the Wikimedia movement.

Education & Human Rights Program

Since 2014, the Education & Human Rights program has consolidated as a referent in Argentina of work in pursuit of free culture and open knowledge in education institutions. As a result, we have consolidated our online proposals for educators and the work in high-schools and universities. These projects, that we will continue promoting during 2020, have grown across the country and at a regional scale, both in the number of participants as in the creation of content. Nevertheless, the education context in Argentina is very challenging. Formal education is directly affected by budget cuts, so civil society organizations play an essential role in providing resources to satisfy the demands and needs of educators. For this purpose, we will continue mentoring and training the education community, generating strategic alliances with social organizations (Amnesty International, UNICEF, Faro Digital, etc) that are aligned with our goals and that improve our outreach and the impact of our activities.

On the other hand, the development of Wiki DDHH and our alliance with Human Rights organizations have allowed us to legitimize a project in which we create content on underrepresented issues, together with historically excluded groups (XXXX), reinforcing the role of the Wikimedia projects, not only at a digital level but also at a social level.

Even though during 2020 we will continue implementing, re-designing and re-adapting our projects according to our context with the objective of creating *quality, locally relevant content produced from the Global South,* according to our strategic lines of work, we also intend to reinforce our impact and results at a local, regional and global scale, in the following way:

- Strengthening and scaling our digital and information literacy projects at a local scale (MOOC Wikipuentes, Wikipedia at the university, and training sessions in high-schools) For that purpose, we will work to advocate, as long as the political context is conducive, for the inclusion of Wikimedia projects in the national syllabus and course development, promoting Wikimedia as digital literacy.
- Regardless of the context, we want to promote the development of a new community of editors, engaging historically excluded communities as protagonists in the creation of content. For this purpose, we will continue fostering the **WikiDDHH** project (LGBTIQ+, historical memory, native peoples, etc) both in Argentina and the region, prioritizing work produced from the voices of the communities and their own contexts.
- Mentoring the development of skills in emerging communities that are allies of the Wikimedia Movement, with the purpose of promoting education projects with a Human Rights perspective at a regional scale. In this line, we will develop the First LATAM Fellowship Program, which will be designed together with participating communities and according to their needs and the challenges they identify. The Fellowship's objective is to mentor and collaboratively work on the development of skills, processes and education projects that help initiate or strengthen new LATAM communities.
- Also, we want to strengthen and improve our collaborative work with communities within the Wikimedia movement. Consolidating groups to transfer knowledge on specific subjects that engage diverse leaders can be a way to promote the growth of new subjects inside the movement. During Wikimania 2019, we understood that the work we have developed on Human Rights represents an opportunity to organize a network of leaders in a learning community at a global scale, with which we can develop training programs inside the movement and work on policies, processes, partnerships and collaborative projects.

Objectives & Activities 2020

Promoting Knowledge equity: through our education projects, we work on the reduction of current content gaps in the Wikimedia projects, from and about the Global South.

content gaps in the Wikimedia proje	cts, from and about the Global South.
Objective 2020	Activities 2020
Positioning the Wikimedia projects as a tool for digital and information literacy at every educational level, to create quality, verifiable and locally relevant knowledge.	Wikipuentes MOOC - Online courses for university and high-school professors, to continue promoting the use of Wikipedia in educational environments.
	Wikipedia at the university - Editing workshops in universities at a national scale.
	Wikimedia projects as tools for digital rights & literacy -Development of lectures, aimed at educators and people related to the educational world, to address different topics related to open knowledge, digital rights and literacy Editing workshops with high school educators and students in order to improve local content and addressing content gapsDevelopment of offline proposals to work in schools approaching digital literacy tools.

Mentoring and supporting active participation and
representation of historically excluded communities (Human
Rights, Igbtiq+, etc.) in the Wikimedia projects.

WikiDDHH- National and regional level

- -Workshops & edit-a-thons to continue improving and creating content related to Human Rights violations and LGBTIQ+ in Argentina. We will work in provinces with historically excluded communities related to these topics, such as Mendoza, Córdoba y Formosa.
- -Development of workshops & edit-a-thons on Human Rights violations and LGBTIQ+ topics fostered regionally, specifically in Brasil and Panama.
- Consolidation of a community of contributors related to LGBT+ and Human Right topics

Capacity building to advance the Wikimedia Movement: along with the communities involved, to build contextualized training & mentoring programs to increase the number of education and Human Rights projects, at all levels.

Developing and engaging movement leaders to a knowledge and learning community with a Human Rights perspective to share resources and developing projects together.

Human Rights Network in the Wikimedia Movement

- Consolidating a network of experts, organizations and members of the Wikimedia movement at a global scale, for the development and dissemination of projects that foster the protection and promotion of Human Rights.

Supporting the development of education and Human Rights
programs in the region, providing the necessary technical
resources, according to each context.

Fellowship Program

- Developing a training and mentoring Education & Human Rights program for emerging communities and allies of the Wikimedia movement.

Long-term outcomes:

- Educational institutions students and teachers- creating locally relevant and reliable information.
- Human Rights, LGBTIQ+ as an active community of content creators.
- Human Rights & Education projects carry out in the region led by local communities.
- Human Right is a priority topic for the communities in the Wikimedia Movement.

Grantee Metrics Education Program

- Diversity: % of content about and created by underrepresented communities
- Impact: projects supported and mentored in the region.

Culture & Open Knowledge

Resignifying the GLAM concept to our local context has opened the doors to work with new counterparts and position Argentinean culture in the Wikimedia projects. The work we have been doing on **preservation and access to local cultural heritage** has grown significantly during 2019. We have consolidated the **Digitization & Open Data project** that has positioned us as a referent organization on open access in Argentina. For instance, we have signed agreements with the National Academy of History, the Memory Park, the Library of Congress and the University of La Plata, important cultural institutions, with very diverse profiles, with which we are working to **incorporate open practices and policies** to their processes and heritage.

Also, adapting and keeping our agenda flexible has not only allowed us to work sustainably with new counterparts from the third sector, but also strengthening and positioning the work of diverse local cultural communities and the rol of the Wikimedia projects as allies in the promotion of their work. For this purpose, we have defined specific objectives and designed tailor-made activities for each community, which, aligned with our objectives, aim to contribute to the improvement of Wikimedia projects. This strategy, which we will continue in 2020, allows us not only to create locally relevant and diverse content but also to generate long-term alliances, incorporate new allies to the movement and create policies of open access in diverse institutions. Ir order to achieve this, we will continue developing training and mentoring programs according to the needs of the institutions.

On the other hand, the program has consolidated a whole other line of work linked to the promotion of access to *information and digital rights*. In 2020 **projects and webinars about misinformation of digital rights** in the region will be a priority. These help us position the debate about open and free knowledge in the agenda, allows us to forge strategic alliances for advocacy at a local scale and also regionally, to reach new audiences and to position the role of the Wikimedia projects as sources of reliable information within Argentinean society.

Apart from these lines of work, during 2020 we will incorporate **new proposals to strengthen our two new lines of work**:

- We want to guarantee that access to knowledge is really equitable. For this purpose, from the digitization program we will promote a line of work about **education on heritage**. Argentina is much larger than the city of Buenos Aires and the heritage we make accessible must be within reach of students across the country, regardless of their resources, location or access to internet. We are currently working together with UNESCO for this purpose.
- We will make work with cultural underrepresented communities and heritage our priority. For this purpose, we will develop the **First Fund for Endangered Heritage** with the objective of supporting cultural institutions and communities from the interior of the country. We will allocate part of our resources outside Buenos Aires and we will develop training, mentoring and development programs for new communities as part of the movement.

- We will generate learning communities and transfer of knowledge. We will bring resources to the work of cultural communities at a regional level. To reach this objective, we will develop an **online course** together with allied organizations of the region that deal with certain topics: free culture, open knowledge, access to culture in online spaces, digitization and cultural metadata.
- Fighting misinformation and its impact on Wikimedia projects will continue being an important line of work. We will develop **clinical** sessions and we will open debate, awareness and training spaces. In alliance with diverse organizations, we will work to identify and plan actions to fight misinformation in the Wikimedia projects.
- We will work to build a **free knowledge policy agenda** for Argentina and Latin America (as long as the context is conducive). We will promote an assessment of advocacy needs in the region. This will allow us to understand current needs and challenges.

Objectives & Activities 2020

Promoting knowledge equity: Collecting, developing and favoring access to knowledge that fully represents local cultural diversity	
Objective 2020	Activities 2020

Providing the necessary resources to preserve, position and offer access to local underrepresented and endangered heritage within the Wikimedia projects.

Digitizing & Open Data project: It is impossible to think of freeing content without thinking of the metadata it entails.

Thus, we will continue working with the Argentine Academy of Letters, the Library of the Legislature of Buenos Aires Province and the Book Direction and Reading Promotion and adding the metadata of those archives and adding new institutions like the National Academy of History and the National Academy of Fine Arts.

Also we will train governmental institutions and third sector organizations to build, share and socialize data using Wikidata as a main project.

Endangered Funds: We will propose the first project to sponsor endangered funds in Argentina. We understand that many cultural organizations and resources are located in the capital and do not reach heritage funds in other regions of Argentina. So, we will offer an open call and we will evaluate organizations, groups and communities that have endangered document archives.

We will provide equipment (scanners, photographic cameras) so they can digitize their archives and we will train them on the use of programs for digitizations, post-processing and generation of metadata.

Education on Heritage: We will promote education on heritage through projects like "The Archive in the Classroom", in which work material is generated so educational and cultural referents can get to know how to use local heritage in their contexts.

WikiCampaigns: We will drive regional and global campaigns involving active and new editors to develop diverse and plural content (#1bib1ref, others)

Capacity building for developing communities: Training, mentoring and supporting diverse cultural communities to advocate, serve and enable open and reliable knowledge

Building the needed skills together with diverse cultural communities to adopt open cultural practices and policies, at a local and regional scale. **Online Course:** Generating an online course for cultural referents of the region, in order to raise awareness about open knowledge and free culture. This way, we can reach more institutions that have influence at a regional level and detect projects that we can mentor.

Fellowship program: Development of a training and mentoring cultural program for emerging communities and allies of the Wikimedia movement.

Fostering Cultural Community: Online and offline training in governmental spaces, librarians, emerging communities, civil societies and traditional partners.

- Mentorship: Accompany and institutionalize Wikimedia projects.
- **Training:** expand the scope and diversity of the program through diverse cultural training programs.
- **Tailor-made activities:** online-offline activities and campaigns with the different cultural communities.

Develop a local advocacy community to raise awareness and promote open & free knowledge in the local policy agenda. Fighting misinformation will be one of our main lines of work.

Webinars: Online and offline trainings on data analysis, open culture and freedom of speech.

Advocacy on open knowledge: Development of lectures to address different topics related to copyright, open & free knowledge in the local policy agenda.

Misinformation: To fight misinformation and to build Wikipedia as a space of veracity, we will work with allied organizations and we will evaluate the quality of content and missing gaps in certain topics and we will generate actions to reduce them.

Long-term outcomes:

- Wikimedia projects represent the sum of all Argentine and Latin American cultural diversity.
- Wikimedia projects are allied platforms for the preservation and promotion of local cultural heritage.
- Consolidating the role of Wikimedia projects in the construction of an open, informed and democratic society.
- LATAM has a free knowledge policy agenda.

Grantee Metrics Education Program

- Diversity: % of content from endangered heritage
- Impact: Number of organizations adopting open licenses.

Diverse Communities

During 2019 the community program focused on strengthening and growing the local community based on two objectives: sustaining the commitment of our new and historic editors; and incorporating and motivating new members with diverse volunteer roles as an active part of our community.

To this end, we have continued to develop thematic communities, strengthening those that already existed -gender, photographers and historical community- and generated two new communities -Wikidata and Litoral. Working through thematic communities has been key during the last 2 years. This way of working not only allows us to identify people with common interests, but also to design projects accordingly, define and establish new roles and volunteer opportunities, offer learning experiences and adequate resources and decentralize leadership. Ensuring support for our community will remain one of our top priorities in 2020.

On the other hand, another of our objectives is to continue promoting the role of the Wikimedia projects as a tool for civic construction. This help us to approach and work with organizations with established communities on socially and locally relevant issues. For this purpose, we design workshops and trainings where Wikimedia projects are presented as allies to enhance the work they are developing and allow us to add expert voices and quality content in our projects.

Finally, supporting the region's growth will continue to be a priority in 2020. During 2019 we have supported and mentored projects and leaders in countries such as El Salvador, Paraguay, Colombia, Peru and Ecuador, as well as accompanied the professionalization of chapters in the region.

While we will continue to strengthen the projects described above, the community program will also incorporate major changes next year with the aim of promoting a movement build by inclusive and diverse communities that receive the support they need according to their contexts. This is what we are going to do:

• Identifying, training and retaining new leaders at the regional level to promote emerging communities will be one of our priorities. To this end, we will work together with our regional allies and we will promote the **New Voices Fellowship Program** (pilot). We will carry out a needs assessment and develop a peer to peer learning program for new and emerging leaders in LATAM. As far as possible we will accompany the work with grants that support the development of activities.

- We will strengthen our work at the regional level by developing a **centralized learning and resource platform**. For years we have developed diverse materials; compiling them and designing new ones according to the needs detected will be a priority in 2020.
- We will work to ensure that our community reflects Argentina's diversity by **federalizing leadership**. To this end, we are going to develop a new training program with a national scope and we are going to provide the necessary resources and capacities for these leaders to grow.
- We will continue to strengthen and support our thematic communities gender, photographers, wikidata, etc but we want to identify new roles and profiles and generate new opportunities to be part of our community. We will place special emphasis on involving people from historically excluded communities (LGBTQ+, non binary, etc) and from communities that are not yet part of our community (senior and youth).
- We will continue to strengthen the role of Wikimedia projects as a tool for citizen construction. We want to continue creating socially and locally relevant knowledge. In particular, we will focus on communities that work to promote the SDG. To do this, we will generate alliances with organizations linked to these issues, develop training programs and involve their experts in the creation of quality content.

Objectives & Activities 2020

Promote knowledge equity:Promoting the Wikimedia projects as a tool for the construction of citizenship, according to local social demands.	
Objectives 2020	Activities 2020

To promote the participation of citizens and diverse social actors as editors of locally relevant knowledge by strengthening already established communities for which the Wikimedia projects are presented as allies for their work

Huellas digitales project (focus on SDG):

Promote the Wikimedia projects to strengthening the local citizens and the work diverse social actors, specially those focus on SDG.

- Along with diverse organizations & social actors, develop trainings about Wikimedia projects and its use for citizenship development and for advancing the SDG and its impact
- Financial support for projects that address topical issues leaded by volunteers.

Capacity building for advancing the Wikimedia Movement: Developing leadership programs and volunteer opportunities to build stronger & contextualized communities in LATAM.

Identify, train and retain a diverse group of emerging leaders in the region to help develop emerging communities as part of the Wikimedia movement.

New Voices Fellowship Program: the project seeks to build capacity in local communities and accompany the incorporation of new communities into the Wikimedia movement. In particular, we will focus on leaders from emerging communities.

- Assessment: situation of emerging communities within the Wikimedia movement in Latin America.
- Design of a resource bank to accompany emerging communities.
- Virtual and face-to-face training for the development of projects linked to the strengthening of their local communities.
- Elaboration of projects and strategies to implement Wikimedia projects in their contexts.

Motivate and diversify of our local community by creating new roles and new opportunities to join us according to their needs and interests. We will actively reach out to those communities historically left out

Diversity & Local leaders

We will provide:

 training opportunities, volunteer opportunities, skills development, encounter spaces (Barra Libre) mentoring programs and financial support.

to:

- Incorporate new leaders from inner provinces
- Leaders from communities historically left out.
- Current and new thematic communities

Long-term outcomes:

- We will have strong, contextualized and empowered community of leaders.
- WMAR is a community where all diversity is equitably represented.
- The Wikimedia movement reflects the incorporation of knowledge by a global and diverse community
- The Wikimedia projects are defined as a tool for civic construction by our partner communities & organizations.

Grantee Metrics Education Program

- Diversity: # of leaders from historically excluded communities as part of WMAR
- Impact: Emerging communities mentored and supported in the region.

Metrics 2020

Total metrics	Participants	Newly registered	Content pages	Diversity	Impact
Education & Rights Program	1500	500	1200	20% of content about and created by underrepresented communities	At least 5 Education & Human Rights projects mentored and supported in the region
Culture & Open Knowledge Program	1200	500	100,000 pages on the Wikimedia projects (books, pictures, articles, datasets etc.)	15% of the content released is from local heritage at risk.	10 organizations adopt open licenses.
Diverse Community	700	140	6000	10 new leaders from communities historically excluded as part of WMAR.	At least 5 emerging communities mentored and supported in the region.

Strategy Process

One of the priorities of Wikimedia Argentina in 2020 is to support, accompany and help to define the strategic process. Part of our work will focus on working in finalizing the process as well as work to help building the implementation phase if needed. In this sense, our work with our

egional partners will be a priority too, with the aim of trying to engage the rest of the Latino American groups in the coming phase of the process.	