Wikimedia 2030 Movement Strategy at All Hands 2020

Movement Strategy Team

Nicole Eber, Program Manager Movement Strategy

Kaarel Vaidla, Strategy Process Architect

Bhavesh Patel, Process Support Lead

Jodi McMurray, Project Manager

Mehrdad Pourzaki, Information and Knowledge Manager

Tanveer Hasan, Information and Knowledge Liaison

Kelsi Stine-Rowe, Community Engagement Specialist

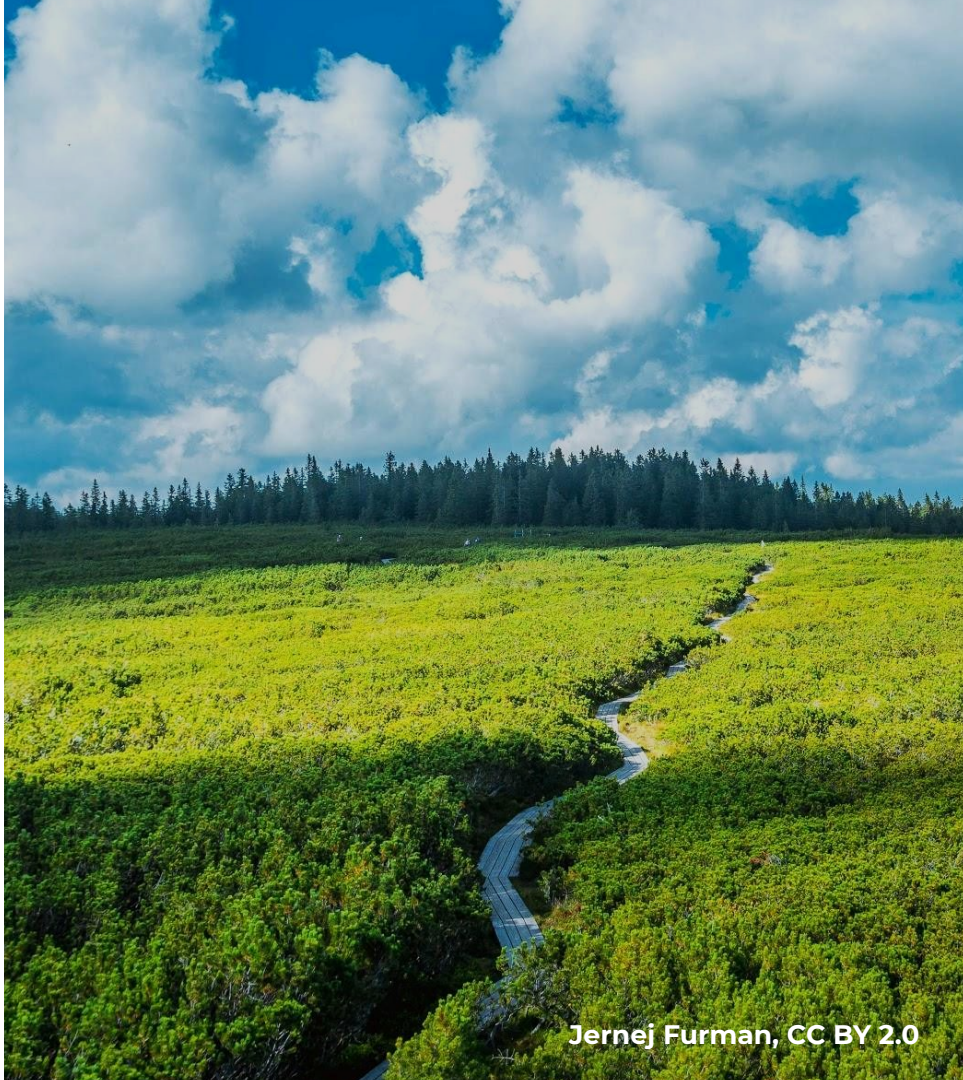
Anna Rees, Project Assistant

Abbad Diraneyya, Information and Knowledge Assistant

Overview

- Process review and timeline
- Overview of recommendations
- Discussion and Questions

WIKIMEDIA
FOUNDATION



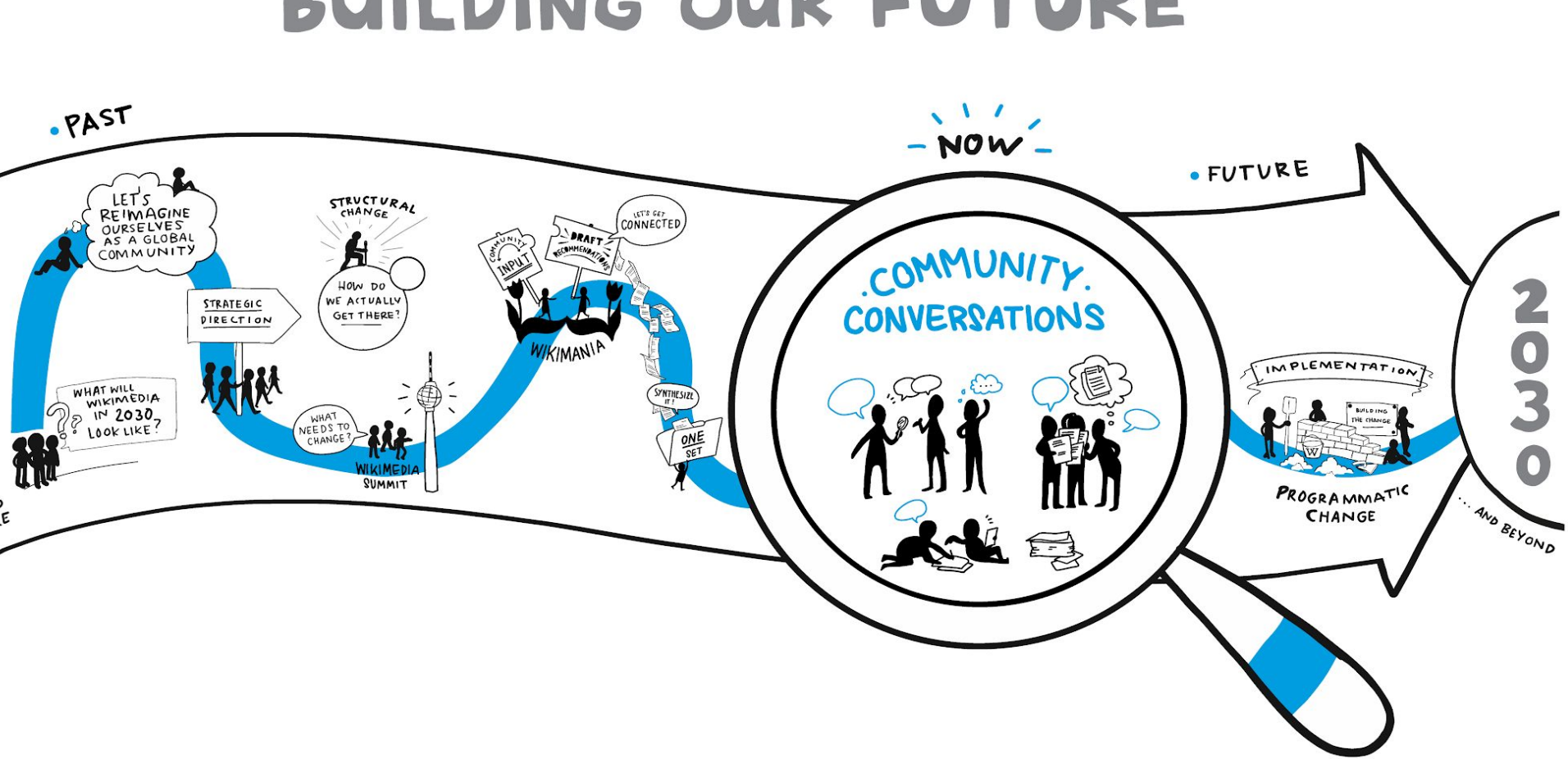


Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Process review and timeline

2017: Strategic Direction set

- 3 cycles of research and community conversations
- Endorsed by the movement
- **To become the essential infrastructure of the ecosystem of free knowledge**
- Knowledge equity and knowledge as a service

Process review and timeline

2018/19: Open strategy process to build upon the 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; members from across affiliates, WMF, and contributors
- Produced **89 recommendations** (350+ pages)

Process review and timeline

April to September 2019: Community conversations

- 7 strategy liaisons plus volunteer affiliate liaisons
- **48 salons in 29 countries**
  (14 in Africa, 6 in Asia, 11 targeted to youth)
- 2 regional summits (ESEAP and East Africa)
- Wikimedia Summit & Wikimania in Stockholm
- Online discussions

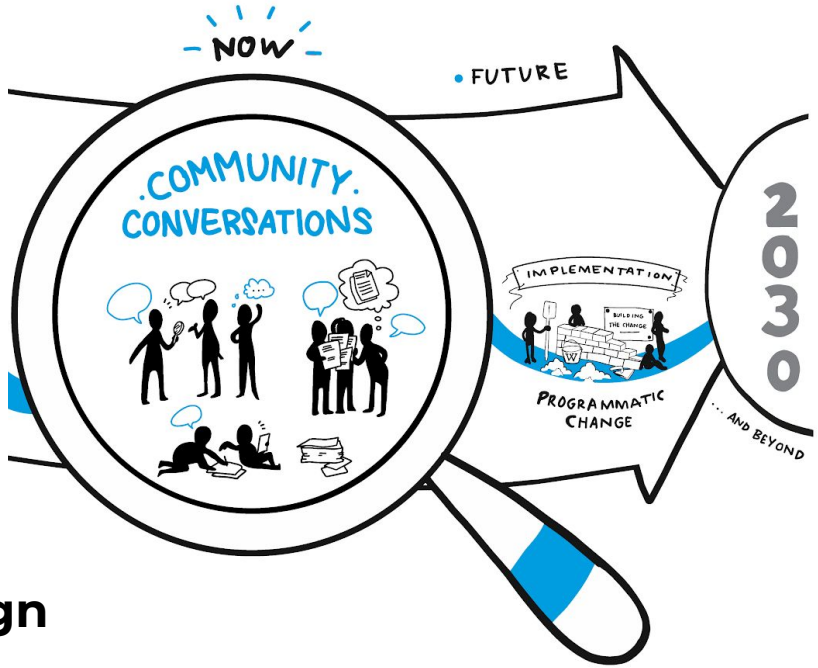
Process review and timeline

Late 2019: Building the final recommendations

- Harmonization Sprint, working groups dissolved
- Writers (again: affiliates, contributors, WMF) co-designed process of consolidating the recommendations, intensive in-person work week in Dec.
- **13 recommendations from 89**, 13 underlying principles, one narrative of change
- Connects back to Strategic Direction, consultations, research

Process review and timeline

January-March 2020:
Community consultations



April 2020: Implementation design

What's next?

Community conversations: Jan 20 - Feb 21

WMF Board deep dive: Feb 12 and 13 (in person retreat)

Final revisions and WMF board approval: end of March

Implementation planning: WM Summit (Berlin, April)

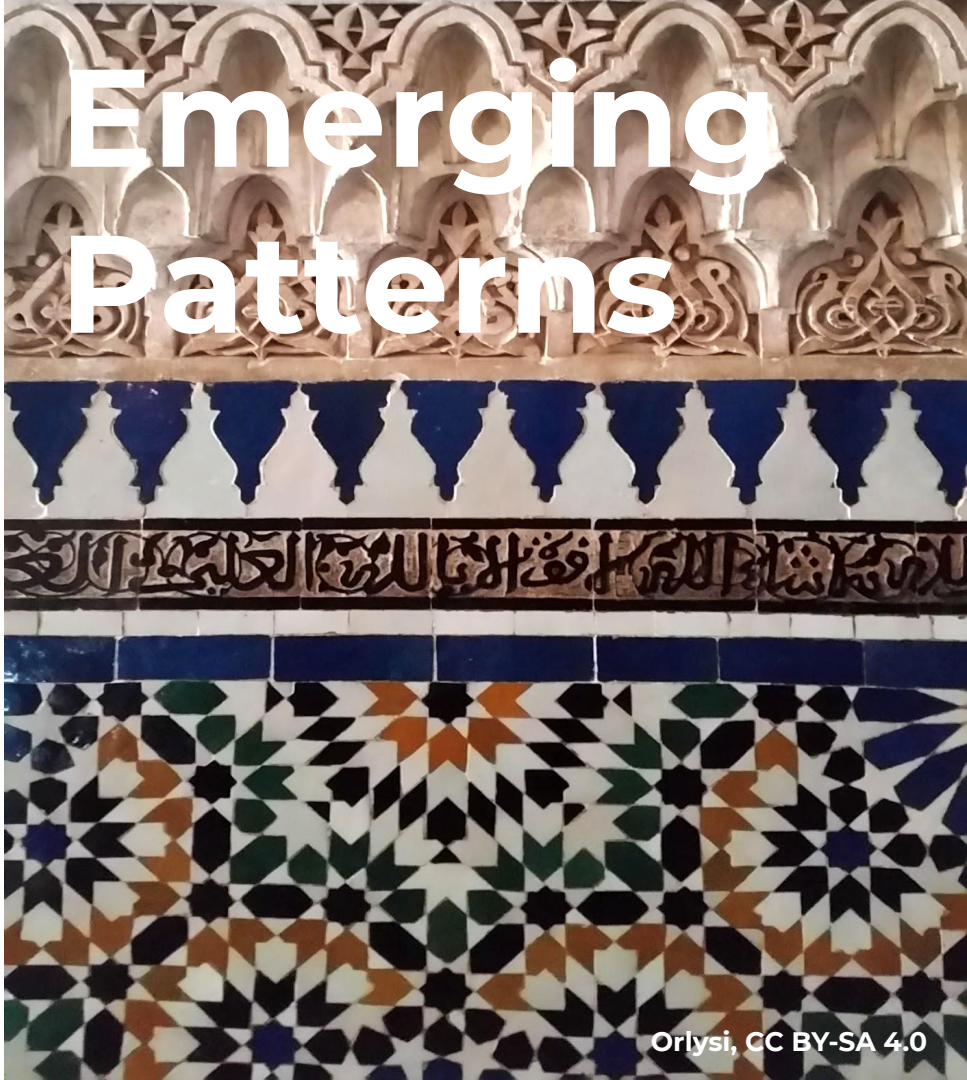
WIKIMEDIA
FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for WMDE

Emerging patterns

- Power-sharing and distribution, community leadership, and inclusive decision-making
- Greater authority in generating and allocating resources
- Substantial new investments in skills and training, movement infrastructure
- Overall, more “iterative” and movement-focused, sustainable innovation

WIKIMEDIA FOUNDATION



Promote sustainability and resilience

Increased access to resources, expanded direct revenue generation, and more volunteer support systems for collaboration and recognition

- Increased staffing and support for volunteers in working on partnerships, advocacy, and expanded outreach
- Establish collaborative online spaces for editors and admins
- Revisiting fundraising rules and restrictions, and sharing generated revenue more equitably
- Explore new revenues from Wiki projects, including paid “premium” API

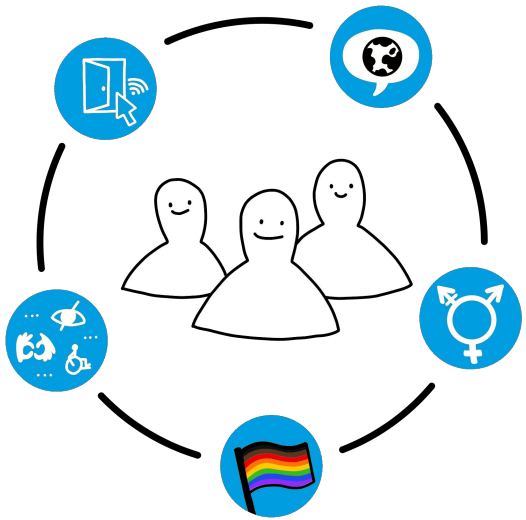
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Create cultural change for inclusive communities

Build a movement that is inclusive, safe, and collaborative as integral parts of advancing the strategic direction, growing and diversifying

- Movement Charter of values and principles
- Universal Code of Conduct; reporting and follow-up
- Movement governance documents
- Evaluation models to ensure effectiveness for equity and diversity



WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Improve User Experience

Allow everyone to access free knowledge by eliminating barriers or unaddressed needs in our technology or with our people

- Recommendation focus is mainly on contributor experiences, with some elements for consumers and learning
- Improved UX and UI developed in consultative, iterative processes w/ user testing — note to also ensure tools welcome new users
- Create new spaces to connect and engage w/ 3rd party developers
- Improve developer tooling to make projects more contemporary to improve participation, onboarding, retention and diversity in contribution

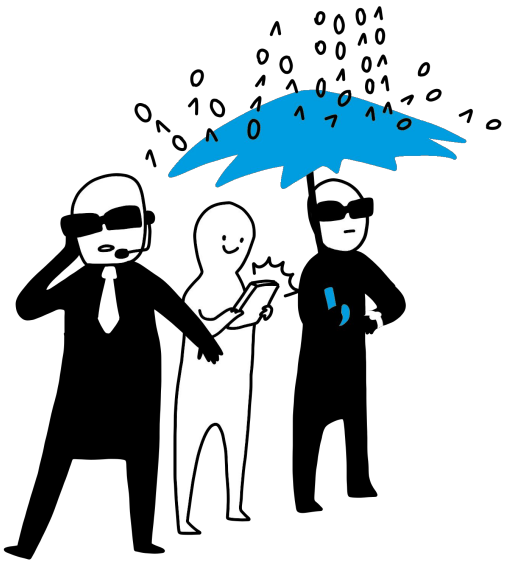
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Provide for safety and security

Protection of organizers, advocates and contributors in our online community and also in their local contexts; addressing conflict and harassment on the platforms

- IRL: Trainings, technical solutions and emergency response for organizers and contributors at risk
- Movement structures: Universal code of conduct, policies on behaviour, and incident reporting



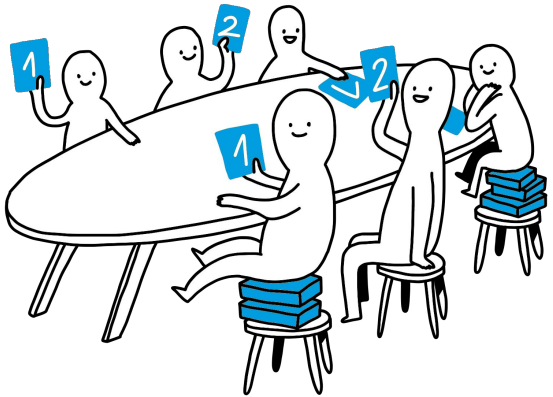
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Ensure equity in decision-making

Greater inclusion and meaningful involvement in movement affairs, decision-making and resource allocation

- Representative Global Governance body
- Movement Charter, regional and thematic structures (hubs)
- Access to regular, sustained and unrestricted funds
- Defining movement roles and responsibilities, opening paths to power positions



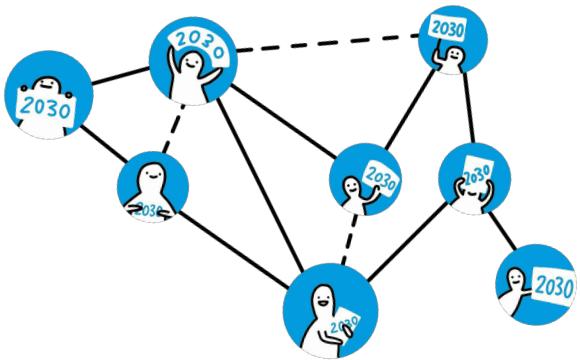
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Foster and develop distributed leadership

Open up pathways to recognize and invest to create qualified, well-trained, and socially- and technically-skilled individuals

- Recruit and empower leaders that reflect local communities and global diversity
- Design formal training programs for developing leadership skills, including via trusted local advisors or coaches
- Knowledge management and transfer (physical and virtual) and skill development



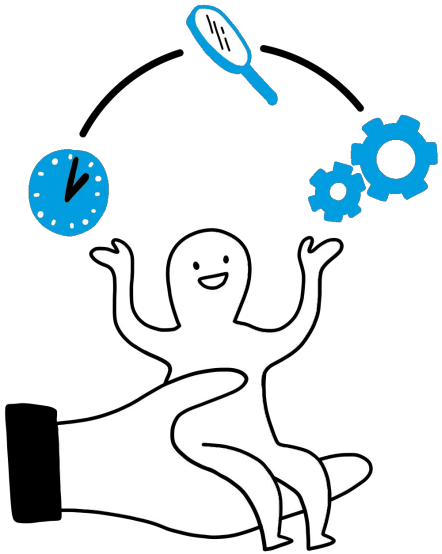
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Invest in skill development

Major investment in skills development in both technical and people-centred skills

- Build capacity for leadership and accountability across the movement
- Develop training materials and programs that are user-friendly, multi-lingual, and on multiple formats, enabling self-directed learning, peer-learning, mentoring, and networking
- Create a system of skills assessment to map available and missing skills in the movement, and deliver official skill recognition



WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Manage internal knowledge

A notable gap in the movement; a straightforward recommendation

- Develop and maintain a knowledge base for the movement: user-friendly, functional, accessible and navigable
- Dedicate staff to assist with content curation, discoverability, quality assurance, peer matchmaking and user support

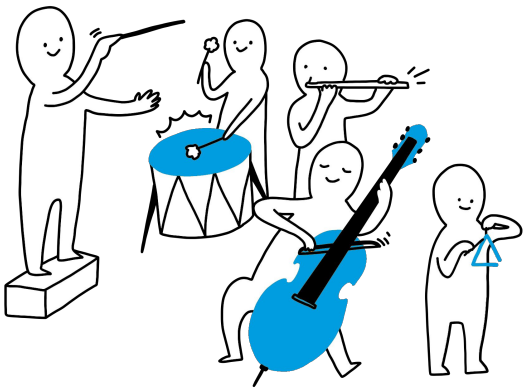
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Coordinate across stakeholders

Focus on developing a practice of cooperation and collaboration among the different stakeholders of the movement

- Requires training for relevant skills, and developing practices and systems, including technical solutions and knowledge management
- Structures proposed include the Movement Charter and Global Governance Body, emergent regional support structures for coordination (hubs), and a technology council to coordinate tech development, functionalities, and testing



WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Prioritize topics for impact

Focus on identifying the impact and potential impact of various types and formats of knowledge and prioritizing focus to meet needs and opportunities

- Responds to “knowledge as a service”
- Connects knowledge to its end goals and real life, not just “sum of all knowledge”
- Analyze and understand topics with great current or potential impact in the world, track content and its potential
- Organizing initiatives to improve understanding of impact of content and its geopolitical risks

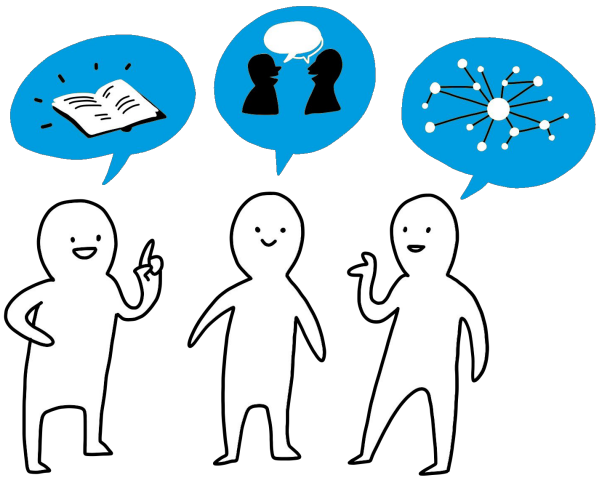
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Innovate in free knowledge

Technical evolution in how we capture and share knowledge, and non-Western traditions for addressing gaps in the sum of all knowledge

- Explore different content formats, devices and technologies
- Experiment with policies to increase inclusion of knowledge in the projects, reconsider policies like minimum notability and non-traditional types of knowledge



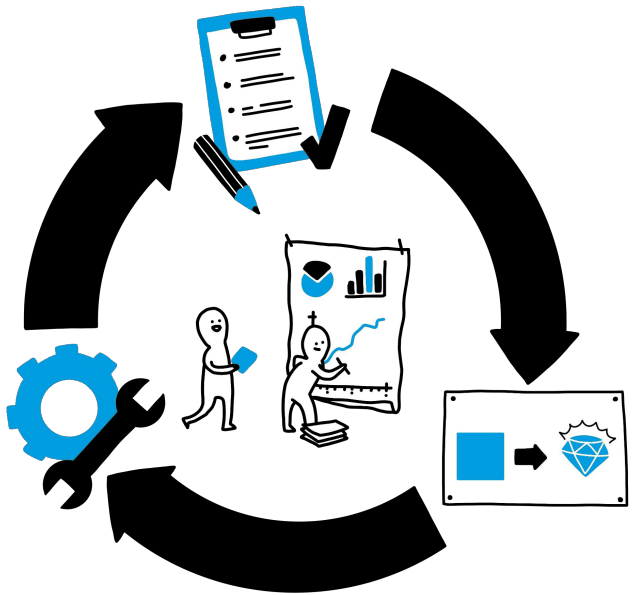
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Evaluate, iterate, and adapt

Proposes key criteria for continuously evaluating Wiki projects such as equity, impact, user experience and people-centredness

- Evaluation to improve diversity and inclusion, participation, and capacity building in technology, policies, and governance systems
- Goal is to be able to demonstrate progress towards our strategic direction



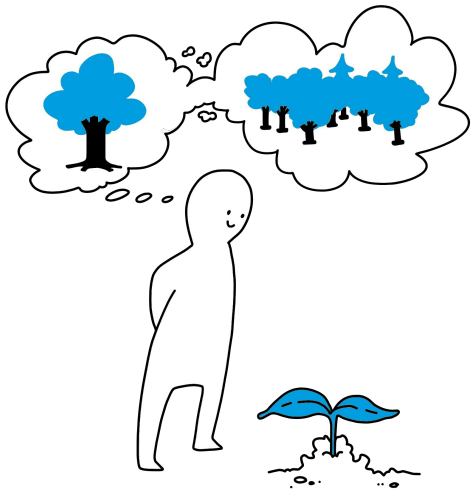
WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

Plan infrastructure and scalability

Focus on infrastructure upscaling on a continuous basis to meet the needs of movement stakeholders

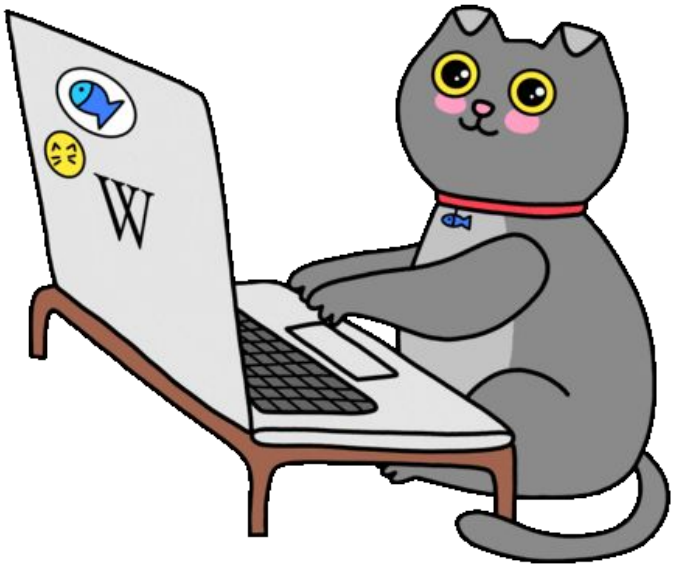
- Improving communication and coordination spaces, as well as related skills and enabling environments
- Dedicated teams or entities to analyze infrastructure for optimization and risk
- Structural support spaces with clear rules of engagement for issues important for scalability and growth- technology, governance, resources, and partnerships



WIKIMEDIA FOUNDATION

Image: CC BY-SA 4.0 Riesenspatz for Wikimedia

2030.wikimedia.org



WIKIMEDIA
FOUNDATION

Thank you!

WIKIMEDIA
FOUNDATION