

Strategic Planning 2019-2020

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

VISION

To imagine a world where 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.

Wikimedia Argentina's Strategy 2019-2020 and its alignment to the movement strategy.

During 2018 and before the definition of the new strategic direction, we defined the WMAR strategy for 2018-2020 through three lines of work, which are the following:

- **Knowledge:** *To guarantee the access and creation of high-quality, reliable, diverse and relevant knowledge*

- **Community:** *To build inclusive communities, with a strong sense of belonging, where Wikimedia projects are seen as a place where community members can express a great diversity of themes*
- **Regional Cooperation:** *To support the creation of new inclusive regional cooperation networks and to strengthen the existing ones, respecting local contexts.*

During 2018 we have adapted the objectives of our 3 programmes - Education & Rights, Culture & Open Knowledge and Community Building- defined by these lines of work to the new strategic direction approved by the Wikimedia movement and that we have interpreted as follows:

- **Knowledge as a service:** Wikimedia projects are the place, the tool and the infrastructure through which different communities, organizations and / or allies create, promote and disseminate free knowledge of quality, locally relevant and diverse, according to the reality and needs of the Argentinean and Latin American society.
- **Knowledge as equity:** WMAR and the Wikimedia movement are recognized as an accessible, participatory, inclusive and open community where minority and historically excluded groups are represented in all of their diversity too.

Programmes 2019

Grantee metrics

Education & Rights:

- Diversity: % of content improved and created to narrow the existing gaps as gender, LGBTIQ+, local history etc.
- Impact: number of new voices (organizations, communities etc.) from outside the movement and that address new topics (beyond education), that become partners of the program.

Culture & Open Knowledge Program:

- Diversity: create and release diverse and locally relevant content - content currently missing from cultural and historical excluded communities
- Impact: Number of people trained in our cultural program from diverse cultural communities, external to the Wikimedia movement.

Community Building Program:

- Diversity: Number new women and LGTBIQ+ members involved as volunteers in the WMAR community.
- Impact: Number of new leaders (new profiles beyond being editors) engaged as part of the Wikimedia movement.

Global Metrics

Total metrics	Participants	Newly registered	Content pages	Diversity	Impact
Education & Rights Program	1300	960	1200	70% of content edited	30 new partners involved
Culture & Open Knowledge Program	1100	500	400 books. 18000 pages on Wikimedia projects (meaning 80000 pages of content)	60% of content create and released	300 new cultural leaders involved in our cultural program.
Community Building Program	650	140	4000 improved/created.	30 new women and LGBTQIQ+ involved	25 new leaders involved.

Education & Rights Program 2019

Context & Challenges

A great educational conflict has taken place in Argentina this year. Educators are key players in the educational conflict, both in schools and universities. This situation made us reflect and design new ways to approach our work, especially regarding our bond with the local educational community and how to better attend their demands.

We have designed activities that could be carried out both online and offline in the classrooms and developed remote training programs as a way to respond to teacher's needs and interests. However, this year has also meant a year to learn that our education program goes beyond using Wikipedia since fosters digital literacy and opens up the discussion and awareness regarding digital rights in the classrooms. This, added to our work in Human Rights that has scaled up to Chile, Venezuela, Mexico, Uruguay, and also in countries with very small communities as Colombia and Paraguay, has had a direct impact to our program that has been re-defined as Education & Rights Program to better represent what we are doing and what we want to do and why in the future.

We will continue working in defining the program in 2019 and in our new strategic planning for the next years. However and specifically in 2019 we have designed our educational & rights projects to face the following challenges and opportunities:

- Will be fundamental to define and adapt our projects according to teachers' interests to keep them motivated and avoid our context.
- By adapting the program to the teachers and students' interests we have the opportunity to introduce new and diverse topics and position Wikimedia Argentina as a leading organization regarding open educational resources, free culture and digital rights.
- Our Human Rights project is also allowing us to reach and work with historically excluded communities as LGBTIQ +, indigenous peoples, etc This is a great opportunity to continue to bridge the content gaps and involve new voices in the movement in 2019, along with Iberocoop too.

What do we want to do in 2019?

Knowledge as a service: Providing training spaces, access to information and resources regarding free culture and education, at a local and regional scale		
Objective 2019	Metrics	Activities
Getting educators and students engaged in the creation of locally relevant knowledge that improves the existing content gaps.	1000 articles (70% high quality) 70% of the girls and women involved as new editors feel comfortable editing Wikipedia. 600 teachers 500 students 25 institutions involved	<p>Editing Clubs</p> <ul style="list-style-type: none"> • 10 Editing workshops with high school educators and students in order to improve local content and addressing content gaps. Development of offline proposals to work in schools. <p>Wikipedia at the University</p> <ul style="list-style-type: none"> • 10 Editing workshops in universities at a national scale. <p>Wikipuentes</p> <ul style="list-style-type: none"> • Argentina: 1 online course for university professors, to continue promoting the use of Wikipedia in universities' educational proposals. • LATAM: Developing the Wikipuentes online course in 2 countries of the region: Venezuela and México.
Promoting a learning community for educators to foster exchange, share and create knowledge in topics	At least 300 educators participate in our learning community.	<p>Lectures about Education and Free Culture</p> <ul style="list-style-type: none"> • Development of 5 lectures, aimed at educators and people related to the educational world, to address different topics related to open knowledge and digital culture

<p>related to education and digital rights & literacy.</p>		<ul style="list-style-type: none"> • Alliance with local organizations: Amnesty, Pent FLACSO, Faro Digital, WMAR, Human Rights, Gender, MINU- <p>Academic Research</p> <ul style="list-style-type: none"> • Offering training courses aimed at generating awareness on the use of Wikimedia projects in academic fields. • Working with educators to produce high-level papers/academic research regarding the impact of working with Wikipedia in the classroom. <p>Website of Open Educational Resources LATAM</p> <ul style="list-style-type: none"> • Creation of a website of open educational resources at a regional scale, with the aim of disseminating resources on different topics, both by WMAR and by the allies with which we work.
<p>Knowledge as equity: Promoting in the academia the access and production of knowledge regarding the memory of historically excluded communities, both at a local and regional levels.</p>		
<p>Consolidating and broaden the WikiDDHH project as an educational proposal, strengthening the alliances created during 2018 and generating new allies at a local and regional level.</p>	<p>200 articles edited.</p> <p>At least 300 participants in Argentina and LATAM.</p>	<p>WikiDDHH at a national level</p> <ul style="list-style-type: none"> • 4 WikiDDHH edit-a-thons (in the provinces of Córdoba, Santa Fe, Mendoza and Tucuman) to continue improving and creating content related to Human Rights violations and LGBTIQ+ in Argentina. <p>Series of Human Rights and Digital Rights Webinars in LATAM.</p> <ul style="list-style-type: none"> • 5 Webinars on the experiences of digital rights related to Human Rights, in LATAM and the Caribbean. • Training of activists and leaders of social organizations that work on Human Rights and digital rights.

	<p>I Human Rights Conference At least 100 participants from the region.</p>	<p>WikiDDHH LATAM.</p> <ul style="list-style-type: none"> • 2 WikiDDHH fostered regionally (Brazil and Paraguay). • Development of training courses and edit-a-thons on Human Rights violations and LGBTIQ+ in LATAM. <p>Human Rights and Digital Rights: First conference on Human and Digital Rights in LATAM.</p>
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Outcomes

- Positioning the Education Program as a benchmark of free culture for the local educational community.
- Consolidating the leadership of the Education Program at a regional scale.
- Positioning Wikipedia as a tool for the democratization of knowledge on Human Rights, LGBTQ+ content and excluded communities at a local and regional scale.

Other questions to understand the Education Program 2019

What have we learnt in 2018 and how impacts in this new proposal?

During the last 3 years we have tried to balance the quantity vs quality in our program: we have always increased the number of “*articles created*” as well as worked to promote quality as one of our main metrics by involving schools, universities and social organizations in the creation of reliable information that is useful, both for teachers and students. Generating quality content is key and it is a characteristic of our program.

In this sense, during 2018, we learnt that a great amount of participants does not directly generate an increase of content, on the contrary, the content created lacks of quality and demands a lot of mentoring that we cannot provide. The education programs in the Wikimedia movement are much more than content creators. As we have already said, their importance lies on the learning process and all the new skills and capabilities that teachers and students develop like digital literacy or understanding of their digital rights. And this goes beyond quantity. In fact this is closely aligned to another challenge that we are facing: our educators and students’ training. To train just on how to edit Wikipedia covers neither the real potential of Wikipedia as a learning tool nor the educators and students’ needs.

For these reasons, in 2019, we have defined two new strategic lines of work:

- to provide teachers and students with new skills, through new OER resources and trainings that approach new topics according to their needs.
- to do academic research along with educators to start defining new ways of evaluating the impact of the education programs within the movement.

What innovation does our program bring to the movement?

The education programs face the same problems over and over again in the movement. We haven’t defined specific metrics to measure more qualitatively the impact of the programs and we haven’t discussed enough whether education in the Wikimedia movement is just about

creating content in Wikipedia. The new SD and the process we are undergoing as a movement is the best opportunity to approach these pending challenges as a way to bring innovation and diversity into the education programs:

- **Defining Impact:** we are going to start working on research. We want to analyze the impact that Wikipedia brings into the classrooms through the teachers' experiences. We are going to define new education metrics to answer the needs of the programs, share and discuss them within the movement, as well as supporting the production of cases of study and academic papers.
- **Diversifying topics:** the education programs go beyond Wikipedia. They are about bringing free culture into the classroom and understand how it cross-cutting diverse topics. In 2019 we are going to broaden the program, addressing new themes regarding education and digital rights. We expect both, to build a new learning community and to position the Wikimedia projects as allies in topics as misinformation, digital rights, privacy, civic rights, cybersecurity, gender, etc. To support and scale this work, we will design a new educational website to make accessible open educational resources to teachers and students in the LATAM region.
- **Involve missing voices in the movement:** to broaden the program will help us involve organizations with perspectives that are currently missing as part of the movement, as per example Human Rights organizations, LGBTIQ+ & gender communities or teachers and students from emerging communities. For this, we will strengthen our work regarding Human Rights with new projects at the local and regional level and we will carry out the I Rights Conference.

Why are granted-metrics relevant to this program?

During 2018 we focused on measuring the quality of the content produced and the participation of young girls. Gender and quality will remain as cross-cutting metrics in all our programs; however, we found that these metrics have limits:

- a) quality does not necessary mean diversity
- b) the gender metric hasn't provide us the relevant information we expected. There are two great reason to understand this situation; within the schools we carry out specifics activities that last as much a couple of months and in most of the classrooms gender- parity is a common scenario.

In 2019 we want to increase our impact by focusing in diversity and impact, that in our education program can be understand as:

- Online content diversity: keeping the quality, improve and create content to narrow the existing gaps as gender, LGBTIQ+, local history

etc.

- Impact: number of new voices (organizations, communities etc.) from outside the movement and that address new topics (beyond education), that become partners of the program.

What factors can affect the planning development and how are we going to solve that?

- The economic instability expected for 2019, in addition to the beginning of an electoral year, predicts a complicated context. In order to reduce the impact we are going to continue relieving our allies from having to provide the financial resources as well as continuing being flexible when implementing our program. For this purpose, it is essential to promote online and offline proposals and adapt them to the suitable time of the school year.
- The context can affect the interest and priorities of educators. To reduce this impact, we are going to develop training courses for educators in collaboration with diverse and strategic alliances that include all the interests of the community in relation to free and digital culture in schools.
- The Education Program wants to continue growing at a regional scale. Just like in 2018, the projects that we carried out - Wikipuentes and WikiDDHH - are agreed with the local chapters and allies. Even though some countries have very complicated contexts, such as Venezuela, we have already carried out activities with the local community that have been successful.
- Carrying out the I Conference on Human Rights and LATAM is a great challenge. We have the necessary resources to carry it out at a local scale, pero taking it to a regional scale would allow us to include Latin American groups and allies that work promoting Human Rights in internet and that are not yet an active part of the Wikimedia movement. If we finally do not have the necessary resources, we will organize a local version, as a regional and global precedent.

Culture & Open Knowledge Program 2019

Context

2018 has been a year of changes for the culture projects. Even though we continue working with important cultural institutions -digitization project-, redefining our GLAM program to the Culture & Open Knowledge Program has offered the possibility to articulate new strategic alliances and to introduce new topics and disciplines that respond to the demands of Argentine society.

Wikimedia Argentina believes culture is a social construct and it must be functional to the society to which it responds. In this sense, we have focused our work in 4 large areas: *local culture, gender & diversity, current issues & access to information, and support & empowerment of cultural communities*. Understanding the context has allowed us to not only build and engage new communities but position Wikimedia Argentina as an organization of knowledge and reliable information.

During 2019, we will continue promoting these lines of work, which we will keep open and flexible to adapt them to our context, as an answer to the following challenges:

- Argentina's traditional media are in crisis and Argentine society demands new digital media in order to gain access to reliable and current information.
- Culture is constructed through non-traditional channels and through atypical and diverse referents and cultural communities -themed communities, organizations, civil society-, to whom Wikimedia's projects are a means to an end.
- Culture is under-funded in Argentina: the Ministry of Culture ceased to exist as of August 2018. This situation, despite its difficulties, can be an opportunity to work with cultural and governmental institutions that guarantee local cultural heritage.

What do we want to do in 2019?

Knowledge as a service: Strengthening, consolidating and positioning the work and development of diverse cultural communities in Argentina.		
Objective 2019	Indicators	Project
Train, mentor and accompany 300 new cultural leaders from diverse cultural communities to strengthen the positioning and dissemination of their work through the Wikimedia projects.	5 cultural communities. 300 cultural referents trained. 10 new organizations adopt open practices.	<p>Fostering Cultural Community: Governmental spaces, librarians, emerging communities, civil societies and traditional partners.</p> <ul style="list-style-type: none"> • 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, according to their possibilities and needs.

Knowledge as equity: The LATAM societies access to reliable information and create opened quality knowledge that represents the sum of their diversity.

Objective 2019	Indicators	Project
<p>Consolidating the role of Wikimedia projects as a source of quality and reliable information in Argentine society.</p>	<p>200 people trained in digital rights, data analysis, fact-checking.</p> <p>Involve at least 5 new strategic communities, beyond GLAMers.</p> <p>30 volunteers involved in the program - specifically during <i>Wikipedia in debate</i> media coverage.</p>	<p>Wikipedia Informa</p> <ul style="list-style-type: none"> ● Rise awareness awareness about Wikipedia as a reliable source of information within the society. ● Develop online and offline trainings about the right of information, fact-checking, data analysis, digital rights etc. in Argentina along with strategic partners. <p>Wikipedia in debate</p> <ul style="list-style-type: none"> ● Coverage of the main current topics in the public agenda using the Wikimedia projects. We will get involve our current and new community as an active part of this project. <p>Share Data</p> <ul style="list-style-type: none"> ● To mentoring and training strategic partners - social & gubernamental organizations, cultural communities etc - in creating, using and sharing

		<p>data, through Wikidata and other projects.</p> <ul style="list-style-type: none"> • Release new and locally relevant argentinean databases along with our emerging Wikidata community and strategic open data partners.
<p>Reduce existing content gaps guaranteeing the access and creation of diverse quality knowledge -specifically from excluded cultural communities- on Argentine and Latin American cultural heritage.</p>	<p>+80,000 content pages release, create or improve - mainly from Argentina and LATAM. 700 editors. 300 women.</p>	<p>Digitizing project: Strengthen our work with the Argentine Academy of Letters, the National Museum of Fine Arts, the Library of the Legislature of Buenos Aires Province and the Book Direction and Reading Promotion. We will add at least 2 new partners in this project.</p> <p>WikiCampaigns: Drive regional and global campaigns involving active and new editors to develop diverse and plural content (La mujer que nunca conociste, #1bib1ref, others).</p> <p>The pioneers: To promote the access to the cultural heritage of 3 excluded cultural communities.</p>

Outcomes

- Consolidating the role of Wikimedia projects in the construction of an open, informed and democratic society.
- Promoting diverse cultural communities as allies of the Wikimedia projects.
- Wikimedia projects represent the cultural diversity of the Global South.

Iberocoop 2019 and Strategic Direction

Within the frame of the Culture & Open Knowledge Program, during 2019 Wikimedia Argentina will continue working with Iberocoop in the following way:

Knowledge as a service: Supporting the construction of an open and inclusive regional network, according to the needs and demands of current and new members	
Objective 2019	Project
Supporting, defining and developing the new strategic direction of Iberocoop to build a more inclusive network and according to the new ED.	Iberocoop & DE: Generation of spaces for exchange and discussions among referents of the Iberocoop network, addressing the following: <ul style="list-style-type: none">• Main lines of work of the movement - results of the WG• Long and mid-term objectives related to the strategic direction.

<p>Supporting the growth of chapters and user groups and mentoring new emerging communities to involve new leaders in the movement.</p>	<p>Development of Iberocoop: Support of the development and growth in the following way:</p> <ul style="list-style-type: none"> ● Development of resources ● Training spaces ● Mentoring.
<p>Knowledge as a right: Positioning Iberocoop as an organization that advocates for free knowledge in LATAM</p>	
<p>Consolidating the regional alliance in matters of promotion and influence on public policies related to copyright and free culture.</p>	<p>Iberocoop & Public Policies: Creating a regional network for the analysis, observation and promotion of public policies related to copyright, free licenses and open knowledge.</p>

Other questions to understand the Culture & Open Knowledge Program 2019

What have we learnt in 2018 and how does that reflect in our proposal for 2019?

The culture in Argentina is built by different communities. This diversity, that we are going to keep and strengthen in 2019, has translated into working with gubernamental institutions, NGOs, emerging cultural communities and large cultural institutions. Going beyond GLAM and expanding the concept of culture has allowed us to build a more diverse program that address new topics much more appropriate to our context, a strategy that we want to deepen during 2019. In this sense, during 2018, we promoted the role of Wikimedia projects as reliable sources of information with the aim of positioning Wikipedia as a social meter. This idea, born as an answer to a demand, has had great results.

We have turned the pilot project - #Wikipediaendebate- into an strategic line of work in 2019 so Wikimedia projects can be used as a tool to build recent history and to strengthen the freedom of information within the society. This also affects the creation and use of data to be better informed. In fact, many of our partners are working on the systematization of current and new databases, where Wikidata can be great ally. In order to address this need and strengthen our data community, we are going to promote Wikidata as one of our main projects in 2019. On the other hand, Iberocoop has reached an interesting degree of maturity during 2018. The movement strategy process has helped the network to take a much more strategic approach. In 2018 we coordinated our participation in the Working Groups, as well as we supported the realization of campaigns in defense of a free Internet. 2019 will begin with Iberoconf in Chile, where we hope to be able to discuss the network strategy according to the new ED as well as how to get new communities involved in the movement, both strategic goals for WMAR next year.

What innovation does our program bring to the movement?

The WMAR's cultural program has been outlined taking into account the opportunities in the Global South, which are common to many communities inside the movement:

- One of the great unresolved matters in the cultural communities of the Global South is understanding the importance of the preservation of heritage. For this reason, the program moves away from the traditional idea of just releasing and generating content. This, which is, very important, does not directly imply a cultural change in the way local and Latin American culture is valued; something essential to promote an opened and accessible culture. To this to happen, we create real collaborative networks of work, involving different cultural communities equally and positioning the debate regarding open culture among them. Training, mentoring and strengthening cultural institutions are a key steps to promote a successful culture program in LATAM.

- Making the program flexible is one of our great learnings and successes. With such a diversity of cultural communities, adapting to different contexts is key. To do this, we defined specific objectives and design tailor-made activities for each community, which, aligned with our objectives, aim to contribute to the improvement of Wikimedia projects.
- Equality is key to understand our program. We do not make a difference between large and small cultural institutions or cultural communities, neither regarding their heritage. This also has an impact in how to evaluate. How and in which way information is used is just as important to WMAR as the content that an institution can release. To measure this impact beyond the Wikimedia projects is fundamental to understand the results of the cultural programs in the Global South, specifically for WMAR.

Why are granted-metrics relevant to this program?

During 2018 we focused on measuring the understanding of free culture within the cultural institutions and the society and the inclusion of new cultural topics as part of the program. As our program has expanded their goals, these two metrics, which we will continue using in 2019, have reached their limits because:

- a. Most of the cultural leaders trained in 2018 understood what free culture means. However understanding does not mean, realising which is one of our main goals.
- b. We have already incorporate new topics to our program, a strategy that we are going to keep in 2019

In 2019 we want to increase the impact of our program by continuing re-defining the meaning of culture within the movement from the Global South. To do this, we will promote the Wikimedia projects as the platform to create and share our diverse cultural heritage as well as the place to raise awareness, training and encouraging the involvement of new cultural communities/leaders as representatives our diversity within the movement. In this sense, our two grantee metrics this year regarding our cultural program are:

- c. Online content diversity: create and release diverse and locally relevant content - content currently missing from cultural and historical excluded communities

d. Impact of the program: Number of people involved in our cultural program from diverse cultural communities.

What factors can affect our plans and how are we going to solve that?

- Wikimedia Argentina works with different public and governmental institutions. Despite the complicated context predicted for 2019, we are optimistic in being able to maintain our work level by expanding and developing our actions with other diverse cultural communities with which we are already working and forging strong alliances.
- Context can have a direct impact on the budgets of large cultural institutions with which we work, particularly for our digitization program. To reduce this impact, we are going to strengthen the work of our WIR and continue training new volunteers both inside and outside the institutions that work with us.
- Promoting Wikimedia projects as quality and reliable information and working with culturally excluded communities is a challenge but also one of the most important distinguishing features of the program, which seeks to guarantee the right to information in Argentine society. During 2018, we carried out pilot projects that made considerable impact. In this case, context is in our favor and we hope we can consolidate -together with our strategic allies- WMAR's work as a valid resource of information.

Community Building Program

Context

During 2018 the objectives and activities of our program have focused on the development and growth of diverse communities that are allies of the work of WMAR. This does not mean that we do not support our long-standing community. On the contrary, we have designed projects according to their schedule and interests. This has allowed us to expand the outreach and diversify our work with the aim of integrating new participants in their expertise areas. Also, organizing the community in smaller and specific groups has helped us to better define the objectives and activities for each group and also establish which are their challenges, needs and opportunities.

In 2019 we want to continue strengthening and generating these networks, deepening our work with new communities that address topical issues according to the demands of our local context, that presents the following challenges:

- Our long-standing community became established as a community of mentors. We will continue including new volunteers without losing sight of the objective of building an inclusive and healthy community that integrates our long-standing community and our counterparts.
- Argentine society has a strong tradition in collective construction. We have proven that promoting encounters among volunteers who share interests and supporting them in the construction of thematic communities fosters their engagement.
- Our community uses Wikimedia as a space to build knowledge that reflects regarding topical issues. In order to continue expanding the community we must pay attention to the integration of new profiles according to the context.

What are our plans for 2019?

Knowledge as a service: Developing and strengthening a diverse local community that represents Argentine culture and idiosyncrasy, and which guarantees participation on equal terms for all its members.

2019 Objective	Indicators	Project
<p>Established communities: Strengthening and expanding WMAR's 3 established themed communities in the role of promotion, dissemination and creation of free knowledge.</p>	<p>40 engaged volunteers, 15 of them new.</p> <p>2500 improved/created articles</p> <p>10 women or LGBTI's collectives involved as volunteers</p>	<p>Established communities (Gender, photographers and long-standing community): The project aims to generate co-working spaces for small thematic communities according their specific interests. For 2019 we will work to expand the existing communities (Gender, photographers and long-standing community).</p> <p>Workshops: Working meetings for the themed communities, around topics such as: open data, gender, photography, with the aim of improving content and learning new skills.</p> <p>Grants and mobility: Support financially the projects of our community as well as their participation in our activities.</p> <p>Offline meetings:</p>

		<p>Meetings to strengthen and expand the community and to integrate our partners with those who are active editors</p>
<p>New communities: Consolidating the constitution of 2 new themed communities that incorporate new volunteer profiles and allow us to establish alliances with strategic local organizations.</p>	<p>30 new members (20 women or LGBTI's collectives involved as volunteers)</p> <p>5 new alliances</p>	<p>New communities (litoral, journalists, Wikidata or others): Building new thematic communities as of interest of our current and potential community, also to engage new volunteers as part of WMAR. For this purpose, we will offer:</p> <p>Mentoring: The program seeks to bring together emerging leaders (mentees) with established leaders (mentors), in order to transfer skills and create a support network to make new members become part of the community.</p> <p>Offline meetings and lectures: Local meetings to consolidate and expand the communities; lectures to disseminate Wikimedia projects to the inland provinces.</p> <p>Financial support: Support financially 3 projects driven by our community to improve local content.</p>

Knowledge as equity: WMAR is recognized as an open and inclusive community that promotes the participation of citizens and diverse social actors as developers of locally relevant knowledge.

Diversifying our local community by strengthening our work with diverse communities and new social actors, designing new trainings and volunteer opportunities, according to their needs

250 people from outside the Wikimedia movement trained or participating in our community activities. 65% women/LGBTIQ+.

25 people get involved in new volunteer opportunities.

80% of the participants consider that the Wikimedia projects are a fundamental tool of citizen construction and / or the projects of the program respond to their needs and interests.

Huellas digitales: promote the Wikimedia projects to strengthening the local citizens and diverse social actors:

- Online and offline trainings about Wikimedia projects and its use for citizenship development.
- Designing a new a strategy to incorporate new volunteers and reating new volunteer opportunities
- Financial support for projects that address topical issues leded by new volunteers.

Barra libre: Thematic encounters involving people and organizations that work on the construction and dissemination of knowledge.

Outcomes:

- WMAR's community is diverse, themed, inclusive and has a strong sense of belonging.
- The Wikimedia movement reflects the incorporation of knowledge by a global and diverse community

- Argentine society defines Wikimedia projects as a tool for civic construction.

Other questions to understand the Community Building 2019

What have we learnt in 2018 and what impact does that have on our community?

2018 was the year in which we incorporated new ideas, strategies and projects in order to diversify the community. A lot of the learnings and challenges that we have addressed have helped us outline and deepen our objectives for 2019:

- We have worked strengthening small themed communities, which allowed our volunteers to get involved in projects that fit their interests. At the same time, our long-standing community found a new role as mentors that rekindled its commitment with Wikimedia Argentina. Organizing the community in diverse communities has allowed us to better define the projects and objectives of the program. This learning translates into one of the most important lines of work for 2019.
- The community is essential to reduce content gaps. Nevertheless, becoming an editor is not always the expected result. During 2018 we have designed new ways to get involved in our community so that everyone who joins us, can stay in the way that they choose. In 2019 we want to continue building an inclusive community, moving away from the idea that being a Wikimedia volunteers means becoming an editor. For that purpose, in 2019 we will focus on developing new themed communities as well as defining new spaces for participation.
- There is no standard use of the Wikimedia projects by the volunteers and Argentine society. In 2018 we worked in coordination with diverse communities, on very different topics that are socially relevant and positioned WMAR as an organization that promotes access to quality and objective information. For this purpose, we kept the program definition flexible and open enough so that it could adapt to the needs and demands of Argentine society.

Why is WMAR's Community Program still an innovative proposal for the movement?

WMAR's Community Program redefines what we understand as a volunteer of the Wikimedia movement. The traditional model of the Global North volunteer adapts neither to our local reality, nor to our times, nor to our way to build knowledge and communities. To base the program on thematic communities allows us not only to design projects with better defined objectives, but also to address a very usual problem in the developing countries: *the lack of time for volunteer work*. In this sense and in order to get committed volunteers we have changed the way we evaluate our impact and we have stopped using the well known metric “% of new editors retained” as one of our key metrics. Of course we want more wikipedists, but to make this happen, we need to respect the learning process of each volunteer and so they have to feel the desire to be part of WMAR. That is why we designed a program with multiple participation spaces, according to the possibilities of each person and appreciating everyone's contribution in equal terms.

Last but not least, the program seeks the balance between *giving* and *receiving*. That is why we have promoted encounters and networking spaces that allow the community to connect with new open and collaborative projects and also with other communities and organizations, so -beyond Wikimedia- they can get involved in the national ecosystem of open networks.

Why are granted-metrics relevant to this program?

During 2018 we focused on measuring how the community feels as part of Wikimedia Argentina and the diversity within our community. In 2019 we will continue focusing in measuring how WMAR provides support to our community. However and compared to last year we are going to make some changes to our metrics because “providing support” is already cross-cutting the way we design the projects within the program.

In 2019 we consider new metrics to address our challenges:

- Diversity: Number new women and LGTBIQ+ members involved as active volunteers in the WMAR community.
- Impact: Number of new leaders, with diverse profiles, as part of the Wikimedia movement.

These changes answer to specific goals:

- Even though our gender community grew and consolidated during 2018, to add more diversity to the movement and specifically in leading roles, is still needed to bring innovation and new voices within the movement.
- Our community is growing a lot thanks to our work with diverse communities, external to the Wikimedia movement. In this context, new leaders are emerging, with new profiles and expertises, that bring new perspectives and ideas to WMAR. In 2019 we want to better address their needs to engage and position them as new leaders in the movement.

Also, we want to measure how our program is understood by our new participants, volunteers or allies. It is very common to ask to our community if they are satisfied with the support provided and with the activities we promote, but very rarely we ask how they evaluate our work and its impact on the society, as well as if they believe that our projects contribute to build more informed societies, per example. We want to understand this that it's key to continue defining the role of WMAR for the coming years.

What factors can affect our plans and how are we going to solve that?

- In Wikimedia Argentina, every year we work to expand our community. Particularly, 2019 presents a very complex outlook at a political level due to the presidential elections. This kind of context can cause our community to mobilize and organize, or it may be that our

volunteers decide to volunteer in political campaigns, dedicating less time to our space. Our strategy will seek to attract our editors with the objective of editing on topics that engage them.

- One of our objectives is to work with different groups that conform the civil society, taking Wikimedia projects as a tool for citizenship construction. This is challenging as interests can be very diverse. To address it, we plan to define our agenda along with new potential partners from social and civil organizations and open the program to new roles and profiles as part of our community of volunteers. To engage them we will strengthen our mentoring program and better define new spaces of participation for newcomers. We will accompany this strategy with new trainings regarding topical issues and as of interest of the society.

Wikimedia Argentina & Strategic Process

One of the priorities of Wikimedia Argentina in 2019 is to support, accompany and help to define, together with the rest of the Wikimedia movement, the new strategic direction. To do this, we are actively participating in the strategy process - 2 employees are part of the WG . This work, as well as the adaptation of the results to our local context and Iberocoop, will be a priority during 2019. Our main objective - along defining what it's best for the movement as a whole- it's to make sure that the perspective of the global south is reflected in the new strategic direction as well as to guarantee that is an expression of the wide diversity of the movement.

In terms of time investment, this works will take at least the 15% of the work time of our ED and our Administration Manager.

Budget 2019 - 2020

You can find the WMAR's budget for 2019 - 2020 [here](#).

*The budget has increased because of the Human and Digital Rights' conference. After speaking with Wikimedia Foundation and with our program officer, we all decided to request the budget needed for the realization of the conference in our annual proposal.