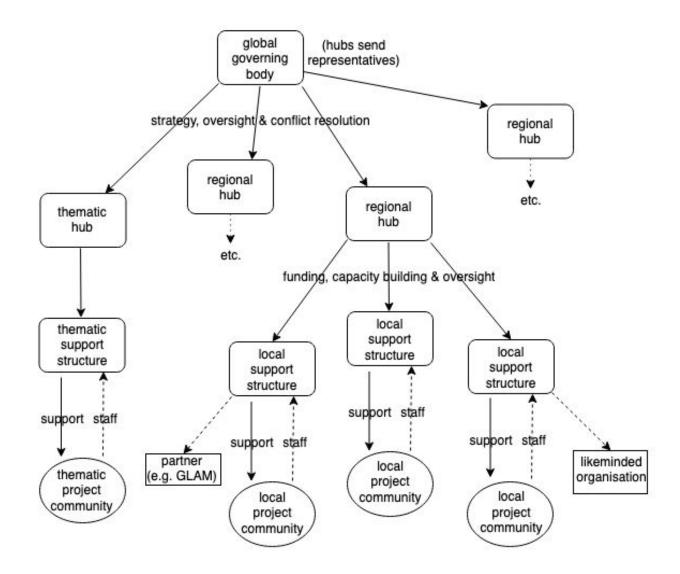




The starting point for this scenario are individual local project communities, mostly at a national or regional level. Each community receives professional assistance from a 'support' structure. These support structures are then grouped together by larger geographic regions governed by regional hubs. One inspiration for this scenario came from the International Olympic movement. What's also special about this scenario is that support structure staff should ideally come from inside the volunteer community, and that support structures are not membership-based, but rather self-governed. They are accountable to the community through transparency and to their regional hubs, who provide resources and provide capacity building.



### THE VOLUNTEER COMMUNITIES

The volunteer communities will retain their autonomy as today.

They will continue to run the Wikimedia projects as per their respective community policies.

The volunteer communities is free to create internal governance bodies or independent 'clubs'.

Each volunteer community will keep a close connection to one or more support structures.

### SUPPORT STRUCTURES

A support structure is an organisation built to support certain volunteer communities and its projects on a national or sub-national level. Geographies can overlap. A support structure can also support a thematic community (such as Wikisource or feminism), or even both (e.g. Wikimedia Deutschland currently serving both the German editing community and developing Wikidata). The existing affiliates as well as the Wikimedia Foundation will evolve into these support structures.

Each volunteer community can decide on their need for a support structure, which will then be set up by a 'regional hub' (see below) and provided with the necessary resources, support and training by experts to become self-sufficient.

Each support structure is run by paid staff.

The purpose of a support structure is

- to support a Wikimedia volunteer editing community and its online and offline projects by providing project funding, resources, logistics, legal aid etc.,
- to partner with external organizations including GLAM institutions, educational institutions, other open knowledge platforms,
- to support non-Wikimedia open knowledge platforms and projects as and if required.

Each support structure should maintain a legal department comprising of one or more legal experts to provide legal support to the concerned volunteers.

Teams within each support structure coordinate partnerships with GLAM, education, and other open knowledge organisations.

Also, dedicated staff in the support structure should coordinate relationships with other support structures (including exchange of knowledge and skills) and with the regional hub.

What is currently the WMF will be a special support structure within the North American regional hub, whose job will include running the servers, and managing/owning the trademarks.

Support structures should register as non-profit legal entities under the law of the country where they operate. Where this proves difficult, a neighbouring support structure can provide the necessary support.

Community-facing staff positions such as program managers and community liaisons should ideally be filled by community members, open knowledge activists, or with external persons who have the necessary expertise and a good understanding of the needs of the supported community. This is because long-time volunteers have a greater chance of bringing a broader knowledge of the movement with them. They come from the communities and know what the communities need, what issues they are facing and how they can be solved. Also, a general level of respect by the community members is a plus.

Non-Wikimedians can also do the job, but they need to invest time and effort to mingle with the community and learn about community dynamics.

Ideal staff members could either be trusted and experienced volunteers that are passionate about and dedicated to the movement, or they could be comparatively new editors with radical ideas to drive the movement forward.

There must be a transparent and professional staff selection process as well as a mandatory regular review of staff performance.

There should be a dedicated financial department in each support structure to handle the support structure's finances according to the applicable national regulations, to handle incoming money from the movement and to distribute it to finance community projects, to finance the support structure itself, and to prepare transparent financial reports.

A governing body selected from the staff following an open process according to their expertise, movement alignment, and work performance will take decisions within the support structures.

The governing body will make decisions by majority vote.

Support structure must provide transparent reports about their activities to the movement.

Support structures can also have volunteer advisory bodies consisting of experienced community members with clearly defined responsibilities.

# **REGIONAL HUBS**

A regional hub is a conglomerate of support structures in a geographic area.

Each regional hub is run by paid staff.

The purpose of regional hubs is

- to generate and distribute resources for the support structures,
- to help coordinate the support structures' work,
- ensure equity among and within the support structures,

• help direct the support structures and community towards the global strategic direction, including emphasising equitable programming.

Regional hubs are responsible to assess the support structures' capacity and for capacity building ('assistance at eye level') at the support structures.

The regional hubs ensure that each support structure has adequate resources. Hubs that are 'staying behind' can receive special mutual support.

A professional audit body within each regional hub will review the activities and resource requests of the support structures and assess the support structures' performance. For example, it will monitor to what extent support structure's activities are necessary to avoid unnecessary spending of movement resources.

Similar to support structures, staff positions at the regional hub should ideally be filled with external experts as well as with members of the Wikimedia community with a broader knowledge of the movement to support and empower volunteer project communities and support structures. This applies especially to sensitive roles that directly impact the community such as community engagement or user experience.

Similar to support structures, regional hubs will be governed by a geographical diverse governing body selected from the staff and experienced community members.

Also, regional hubs must provide transparent reports about their activities to the movement

# THEMATIC HUB

The movement will also have one or more thematic hubs as conglomerate(s) of the thematic support structures. The idea for this is drawn from international federations for individual sports within the Olympic movement.

The thematic hub can directly partner with the regional hubs or support structures support projects.

# GLOBAL GOVERNING BODY

Finally, there will be a governing body (council) with representatives to decide on movement strategy (real major decisions would have to be taken here) and accountability, consisting of representatives from the regional and thematic hubs.

The global governing body will also provide capacity building for regional hubs (including to ensure equitable structures in the hubs) and resolve conflicts professionally. This entity should not be confused with the current Wlkimedia Foundation.