

# **Strategic Plan of Wikimedia Serbia 2021 - 2023**

Content

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## Introduction

Wikimedia Serbia has accepted the Organization's Strategy for the period 2021-2023, on the basis of which this strategic plan is being developed. The strategic plan is very important for each organization, because it more specifically determines the way of implementing the defined Strategy, the directions in which it will be directed and the actions it will take. In this document, we will explain what the Organization wants to achieve, how it will use the available resources, and in what time frame.

Wikimedia Serbia at the time of creating the strategic plan implements the Strategy defined for the period January 2018 - December 2020. The strategic focus is on the following three areas (Wikipedia in Education, Free Content and Increasing Volunteer Capacities) implemented by Wikimedia Serbia through the implementation of three programs (Education program, GLAM and Community Support). During the development of the Strategy for the period 2021 - 2023, an evaluation of the previous Strategy was performed, during which the advantages and disadvantages of the current approach were identified, and these segments will be changed in order to optimize the results of the Organization. A detailed evaluation is available in [this document](#).

Taking into account all parameters - current situation, evaluation of current Strategy, future perspectives and wishes, the Organization will not introduce radical changes, but will strive for stability and strengthening the impact on the local and regional environment in terms of raising awareness of the need for free and accessible knowledge. The working group in charge of creating the Strategy has defined three strategic directions in this comprehensive process: Collection of free content, Cooperation and networking with other organizations and institutions and Community Support, which will be discussed in more detail in this document. The guidelines will prevent the dissolution of activities and thus better focus the Organization on the quality of results, a systematic approach to the problem and achieving a greater impact on the target group. They can be permeated through several programs that Wikimedia Serbia will implement, so they are flexible in that sense. The possibility of realizing several strategic directions through one program shows that we are on the right path and that we are going towards one goal.

## Vision

Value systems and the way of looking at the world lead to the realization of the purpose, ie. social sense of existence, vision, ie. images of the desired state in the future and the mission, ie. the task that the organization needs to accomplish along the way. The vision of Wikimedia Serbia is in line with the vision of the Wikimedia movement to which the Organization belongs:



*Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge.*

## Mission

The mission of Wikimedia Serbia is to motivate and engage people to work on collecting and developing educational content under a free license or in the public domain, and to work on disseminating and promoting Free Knowledge.

## Goals

The research in which [the community was involved](#) reached the following goals:

	Unified goals for the period 2021 - 2023.	Explanation
1.	<b>Quality networking with different types of institutions and organizations in order to create free content and use shared resources</b>	<ul style="list-style-type: none"> <li>• long-term and sustainable cooperation</li> <li>• recognizability</li> <li>• quality</li> </ul>
2.	<b>Reducing the gap between Wikipedians and Wikimedians and striving for better communication and mutual support</b>	<ul style="list-style-type: none"> <li>• gap reduction</li> <li>• new users</li> <li>• greater motivation</li> </ul>
3.	<b>Expansion of the network of volunteers to enable decentralization</b>	<ul style="list-style-type: none"> <li>• support</li> <li>• inclusion</li> <li>• decentralization</li> <li>• retention of volunteers</li> </ul>
4.	<b>Collecting free content with a focus on its quality</b>	<ul style="list-style-type: none"> <li>• quality</li> <li>• diversity</li> <li>• awareness of content availability</li> </ul>
5.	<b>Promotion of Free Knowledge and Wikimedia movement and projects</b>	<ul style="list-style-type: none"> <li>• presence</li> <li>• promotion</li> <li>• verification</li> </ul>

Table 1



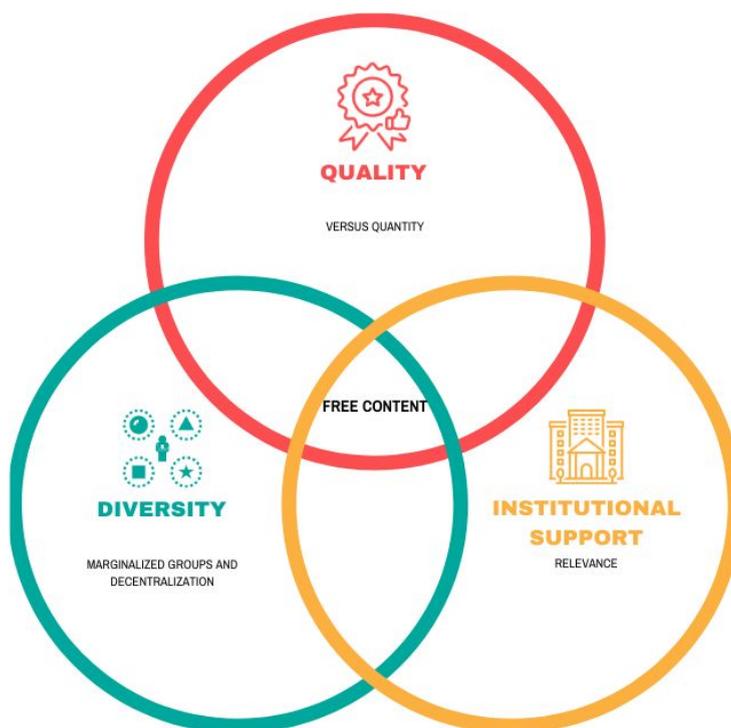
## Strategic directions

Based on the evaluation of the Wikimedia Serbia Strategy 2018-2020, SWOT and PEST<sup>1</sup> analysis, the focuses that will be the main directions of Wikimedia Serbia in the period 2021-2023 have been defined and they are:

- **Collection of free content**
- **Cooperation and networking with other organizations and institutions**
- **Community Support**

### Collection of free content

The collection of free content aims to multiply free material of different formats through various activities and projects of the organization. Within this focus, the Organization will have several strategic lines, including the strengthening of Wikimedia projects in the education system, Academia and cultural institutions, with an emphasis on making tools and content even more accessible. There is also diversity in terms of editors and content, which will permeate through a number of activities. This strategic focus implies increasing free content on Wikimedia projects, but emphasizes several important parameters: **quality and diversity of content and institutional support in terms of relevant content.**



<sup>1</sup> <http://wikimedia.rs/wp-content/uploads/2020/09/Strategy-of-Wikimedia-Serbia-2021-2023..pdf>



## ***Content quality***

Content quality is difficult to define and is usually not an easily measurable criterion. However, it is crucial for both projects and the Community. Quality is something that attracts not only editors, but also end users and partners. Individual browsing of articles, items, multimedia files is often a difficult and slow job and involves putting pressure on the individual. We will avoid this approach and turn to proactivity and preventing the posting of low-quality content at the very beginning. This includes greater investment in training, changing approaches, introducing innovations, strengthening volunteer capacity, using available tools, creating self-sustainable projects and similar.

## ***Institutional support in terms of relevant content***

The quality of the content can also be observed in conjunction with institutional support. Technological factors within the PEST analysis certainly contribute to this. Digitization<sup>2</sup> is the strategic goal of the Serbian Government, and Wikimedia Serbia will strive for dialogue with relevant institutions in order to spread awareness about the need for free and accessible knowledge. The mentioned goal of the Government gives great potential in terms of including institutions that possess cultural heritage, especially having in mind that Wikimedia Serbia has had the support of the Ministry of Culture and Information in the last few years.

Institutional support is also reflected in cooperation with educational institutions, which are the main channel for spreading Wikimedia projects in the academic environment. The cooperation is reflected in the education of pupils and students who will acquire the skills of editing Wikipedia, but will contribute to it with their professional knowledge provided by the institution. In this way, Wikipedia, as well as other Wikimedia projects, become a default tool in teaching, enable the development of critical thinking and increase awareness of free knowledge and copyright.

## ***Diversity of content***

Wikimedia Serbia has been striving for diversity in every way for many years. This is reflected in the equality between collecting popular content and content that is insufficiently represented on the Internet.

This content is most often associated with marginalized groups that are vulnerable or exposed to discrimination (LGBT+ population, women, minorities, people with disabilities...). Therefore, Wikimedia Serbia will continue to network with organizations that are relevant and that bring together marginalized groups, in the desire to increase their visibility and the

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<sup>2</sup> <http://www.seecult.org/vest/vlada-srbije-usvojila-strategiju-razvoja-kulture-2020-2029>



visibility of their work, culture, notable people or the dangers of discrimination they are facing. This segment is not a novelty in the work of the Organization, but it is an important focus that we will strive for. Collaboration with the nonprofit sector can greatly increase the variety of content on Wikimedia projects.

In addition to marginalized groups, an important aspect of content diversity is decentralization. Serbia is a country where events are centralized in the capital, and many less developed parts of the country are underrepresented. We are not only talking about places in Serbia, but also about the cultural heritage they have, natural resources that are often inaccessible and insufficiently covered by photographs, as well as notable people from these areas. The external possibility that should be used in this case are lower prices in other cities, which is why project budgets are lower. The risk in this case may be infrastructure, but Wikimedia Serbia has introduced a very good practice of providing equipment for the needs of projects, as well as the possibility of using mobile internet. With this in mind, Wikimedia Serbia will continue to network with non-government organizations, individuals, student organizations, cultural and educational institutions, which, because of the desire to become more active, have greater enthusiasm for the realization of projects. This means establishing long-term and sustainable collaborations in which different people are engaged, in order to avoid the risk of volunteer burnout.

## Cooperation and networking with other organizations and institutions

We believe that cooperation and networking with other organizations and institutions are necessary for Organization's development and usage of common goals and resources in order to reach as many people as possible and achieve good results. With this in mind, we will strive for: **sustainable and long-term cooperation, decentralization and support in donations.**

### ***Sustainable and long-term cooperation with organizations and institutions***

In the coming period, Wikimedia Serbia will strive to establish sustainable and long-term cooperation in order to achieve better results and develop the organization. We realized that one-time collaborations can currently bring good content and promotion, but for further development it is necessary to create sustainable models that will not depend on individuals and that will tend to continue, expand and include more and more employees from institutions and organizations. One of the segments is the involvement of more stakeholders and the usage of common resources to multiply planned targets.

Long-term cooperations enable institutions and our Organization to get to know each other better, to network, connect and raise awareness of common goals. In order to achieve it, proactivity on the part of Wikimedia Serbia is necessary, which includes designing and proposing new project models to institutions and organizations, reminding them of available



grants (microgrants and annual grants) and presenting new trends in the world of Free Knowledge. Unlike some other chapters, Wikimedia Serbia has four employees, three of whom are focused on programs and cooperation. They are a very important resource for setting proactivity as a way of working model.

### ***Decentralization***

Decentralization permeates through all strategic directions, because that is one of the key points of our work. Decentralization is a very important segment in cooperation with institutions and organizations from different cities in Serbia. Institutions from smaller cities in Serbia are less visible and more often willing to cooperate than those who have been given a lot of media space. They have enough materials, but the risk is that they have few human and infrastructural resources at their disposal. However, Wikimedia Serbia has previously made calls for volunteers from different cities who would be the link between the institution and the organization, and it is also possible to provide equipment for uninterrupted work.

Decentralization also implies networking of institutions and our Organization in order to implement joint projects and educate staff members about free licenses, copyright and the possibility of using Wikimedia projects in their work.

### ***In-kind donations***

Donations are one of the ways of cooperation, and they have a much broader concept than financial aid itself. Financial resources are important for the implementation of projects, because they provide an opportunity to expand the scope of work and the implementation of a larger number of projects. However, in addition to covering the real costs of projects, this assistance can mean increasing the integrity of the organization. Wikimedia Serbia enjoys the support of the Ministry of Culture and Information, which makes the establishment of GLAM partnerships much easier. Having that in mind, as well as the fact that the strategic goal of the Government of Serbia is digitization, this opens the door to many institutions and gives the opportunity to include a larger number of institutions in the programs.

In addition to financial resources, in-kind donations can make the work of Wikimedia Serbia much simpler. They include donations in goods and services - venues, equipment, promotional materials, billboards etc. In 2019, Wikimedia Serbia had more than 17,000 euros in service donations. We will continue with this trend, but we should keep in mind the reduced donations in cases of a pandemic.



## Community Support

Community Support represents a wide range of activities that are implemented in order to provide support to members of the Community. This strategic line is intended to **reduce the gap between Wikipedians and Wikimedians, network the community to achieve common goals, and expand the network of volunteers.**

### ***Reducing the gap between Wikipedians and Wikimedia***

The gap between the Serbian Wikipedia community and Wikimedia Serbia volunteers has been significantly reduced during the implementation of the previous strategy, but further work is needed. Although communication is much better, especially considering Discord and jointly organized actions on Wikipedia, there is room for improvement. In order to reach the level of communication at which we solve problems together and in a constructive manner, we must all have good communication skills. That is why we will try to organize communication training for the community members, as well as trainings for conflict management. This approach will enable the acquisition of skills, techniques, but also gathering, better acquaintance and solving the tasks together.

In addition to training, communities work better if there's an initiative for joint projects. This includes actions, edit-a-thons, competitions, photo tours and such. We will strive for joint activities to remind each other that we are engaging for the same goal.

Another way in which Wikimedia Serbia can support the Serbian Wikipedia community is to use communication channels to promote actions organized by the Community - blog, mailing list, social networks etc.

### ***Community networking for the purpose of achieving the common goals***

In the community, it is very important to see common goals, and if the goals differ, then it is necessary to focus on finding an acceptable solution for both parties. Networking can be local as well as regional. Wikimedia Serbia will continue to initiate and implement actions in which community members will be involved, both in the organization and in the implementation of activities. It is especially important here to recognize and listen to the wishes of the Community.

Community networking means establishing a strong community, a healthy work environment and increasing diversity among community members. We believe that these are the basics when it comes to motivating the volunteers. Community is the core of the Free Knowledge movement and idea. It is necessary to have a strong and healthy community in order to have growing and sustainable projects.



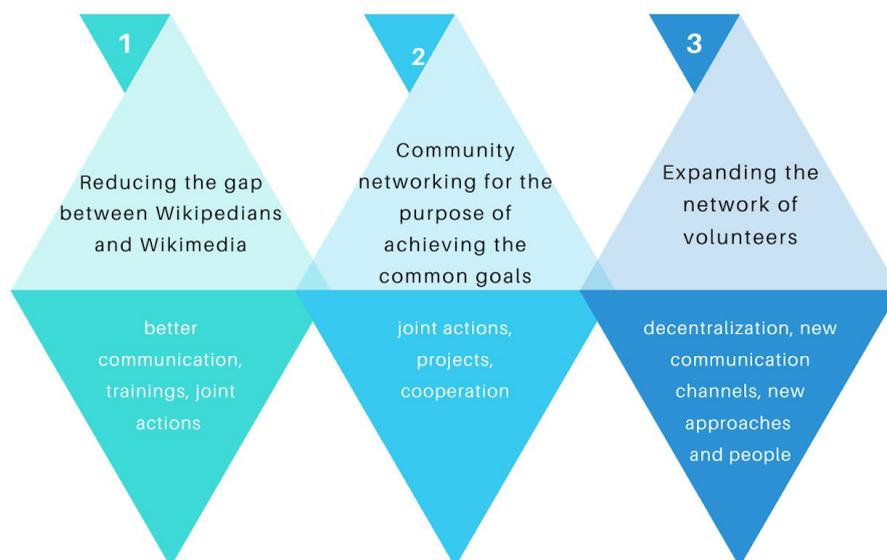
### **Expanding the network of volunteers**

Wikimedia Serbia is a volunteer organization that bases all its activities on the greatest possible participation of volunteers. Therefore, it is necessary to expand the network of volunteers who will be involved in the activities of the Organization in accordance with their interests. Experience so far shows that a good recommendation is the best solution for organic community growth. With that in mind, one of the most important things is to support the existing Community and provide advisory, technical and financial support. If the Community is satisfied and if there is a healthy atmosphere within it, new volunteers will be easily attracted.

The network of volunteers is also expanding through pilot projects. Therefore, we will continue with the practice of giving micro and annual grants, through which project applicants will be able to try to increase the content on Wikimedia projects. Applicants for such projects are in a number of cases organizations that themselves have volunteers and members and can spread the idea of Free Knowledge among them.

In order for as many people as possible to hear about grants and projects, it is necessary to use as many communication channels as possible. This includes relevant internet portals, media channels, social networks and such. In 2020, Wikimedia Serbia had a great reach for annual open calls for projects through paid advertising on Facebook. The target group is well designed and that is why a large number of project proposals were received, among which there were applicants from various cities in Serbia, which again brings us to the importance of decentralization. We will continue to implement this system, because we believe that it has good effects and does not require too many resources.

### **Community Support**



## Action plan

Below we will present the action plan as part of the strategic plan. Through this plan, we will briefly present the strategic directions, the goals they achieve, activities, resources and expected results.

Strategic directions	Goals (table 1)	Activities	Resources	Expected results
<b>Collection of free content</b>	1, 3, 4	<ul style="list-style-type: none"> <li>- Realization of edit-a-thons, workshops, competitions and actions;</li> <li>- Involvement of external editors: pupils, students, student organizations, members of other NGOs;</li> <li>- Involvement of cultural institutions and cooperation in the release of digitized content;</li> <li>- Focusing on diverse target groups that will bring diverse content;</li> <li>- Realization of Wikipedian in Residence programs;</li> <li>- Activities aimed at increasing quality in relation to quantity.</li> </ul>	Equipment, employees, infrastructure, volunteers, employees of institutions and organizations with which we cooperate.	<ul style="list-style-type: none"> <li>- Increased corpus of free content, mainly on Wiki projects in Serbian language;</li> <li>- Significantly increased quality of content in relation to quantity;</li> <li>- Organizations and institutions with increased awareness of the availability of content and the need for it;</li> <li>- Diversity in terms of editors on Wikipedia.</li> </ul>
<b>Cooperation or networking with other organizations and institutions</b>	1, 5	<ul style="list-style-type: none"> <li>- Establishing quality and long-term cooperation with cultural institutions, educational institutions and the non-governmental sector;</li> <li>- Identifying the shortcomings of previous cooperation and designing future sustainable models;</li> <li>- Utilization of common resources in order to achieve common goals;</li> <li>- Education of members of institutions and organizations in order to get acquainted with Wikimedia projects;</li> <li>- Education of members of institutions and organizations regarding copyright and free licenses;</li> <li>- Promotion of Wikimedia projects in the academic environment;</li> <li>- Acquisition of funds from partners for the implementation of projects.</li> </ul>	Equipment, employees, infrastructure, volunteers, employees of institutions and organizations with which we cooperate, support of relevant institutions.	<ul style="list-style-type: none"> <li>- Strong and sustainable partnerships with the non-governmental and governmental sector;</li> <li>- Increased corpus of free content obtained from realized collaborations;</li> <li>- Greater financial independence;</li> <li>- Increased awareness of Wikimedia projects and the need for free knowledge;</li> <li>- Educated sector of employees in institutions and organizations.</li> </ul>
<b>Community support</b>	1, 2, 3	<ul style="list-style-type: none"> <li>- Joint actions of volunteers of Wikimedia Serbia and editors of Wikipedia in Serbian;</li> <li>- Realization of edit-a-thons, workshops, gatherings, conferences with a focus on networking volunteers;</li> <li>- Organization of competitions;</li> <li>- Networking with other chapters for the purpose of knowledge sharing and implementation of joint activities;</li> <li>- Giving grants for projects..</li> </ul>	Equipment, employees, infrastructure, volunteers, employees of institutions and organizations we work with, training.	<ul style="list-style-type: none"> <li>- Better communication between the community of Wikimedia Serbia and the Serbian Wikipedia community;</li> <li>- Expanded self-sustaining network of volunteers;</li> <li>- Decentralized activities in Serbian cities;</li> <li>- Increased corpus of free content;</li> <li>- Regional leadership.</li> </ul>



## Evaluation

For many years, Wikimedia Serbia has been practicing the evaluation of programs, program activities and results, as well as the impact that is achieved at the local and regional level. In that sense, evaluation implies the most objective assessment of the extent to which the goals have been met. This process will be applied to the strategic plan and will include three phases: 1) data collection; 2) review and analysis of data and 3) presentation of data.

Data collection implies constant monitoring of activities and results during and after the period for which the strategy is valid. Wikimedia Serbia creates internal and public reports quarterly, semi-annually and annually, in which it collects metrics and activities that have been performed. Based on these documents, as well as on the survey for the community, members and partners, which will be conducted in 2023, a review and analysis of data will be performed. This involves assessing the extent to which the strategy has been implemented, presenting what the challenges were and what needs to change in the future. The review will be published and made available to the community for feedback.

Evaluation is a very important step in creating the next strategy because it can reveal successful models of cooperation, but also mistakes to learn from. It is also a good way for the community to express an opinion on the general work of the Organization and how Wikimedia Serbia can provide assistance.

## Adopting the Strategic Plan

This document was adopted by Wikimedia Serbia Board at a meeting held on 23 September 2020.

