- Final version, 14 February 2022 -

5-year strategy (2022-2026)

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Preface

This current strategic document was developed in a process that started in 2020 and, unfortunately, had to be delayed because of the pandemic situation. Indeed, first, several stakeholder and board/team workshops needed to be postponed; then, completely new measures for developing the strategy had to be elaborated as the situation continued to be difficult for face-to-face meetings. That being said, the present document condenses the input from a variety of external stakeholders (Wikipedians, other chapters, the Foundation, donors, partners, suppliers, users of Wikimedia projects, etc.) as well as from internal parties (board, team members, Wikimedia CH members). It takes various opinions and ideas into account that were collected during a variety of online and offline workshops, exchanges and discussions. We believe that it should be a living document opening the way for our future development and would like to extend our sincere thanks to all people who have participated in its ideation and concretisation!

Of course, the 2030 worldwide Wikimedia strategy was a guiding principle for the elaboration of Wikimedia CH's strategy. The aim of this document is to build the foundation for continuous strategy delivery. It serves as a point of **orientation** for the coming five years and as guidance to determine where to focus resources and draw lines for what is "in scope" and "out of scope". It serves as a starting point to explore where to launch new projects and initiatives. As a **learning organisation**, we are looking to continuously engage in cycles of **build**, **measure**, **test** and **learn**. This means that we aim to prototype fast and that, for every prototype, we are aware of our main hypotheses, how to measure them, what exactly is tested and how we will interpret what we test. We then engage in a retrospective analysis and make an explicit decision of whether to pivot or to persevere.

Approaching our work with a positive attitude and intent, we appreciate what is, imagine what could be, innovate on what should be and deliver on it. According to the Chaordic Stepping Stones, bringing creative chaos and order together, our practice is structured as shown in the illustration to the right.

Executive summary

Wikimedia CH 2022-2026: Becoming sustainable (climate, organisation, financial) & finding our place in the new Movement Strategy

Purpose of the strategic plan

The aim of this document is to build the foundation for continuous strategy delivery. It serves as a point of orientation for the next five years and as a guide to **determine where to focus resources and evaluate what is in and out of scope**. It will also help us become a **learning organisation** that continuously engages in cycles of **build**, **measure**, **test** and **learn**.

The strategic plan was developed over nearly two years with a select group of internal and external stakeholders. The process was facilitated by external experts in both strategy and mindfulness to ensure the result was a living document that serves as our north star going forward.

Where we are: Key strengths, opportunities and challenges

To understand where we are going as a chapter, it's essential to first understand where we are starting from. To that end, we have identified our organisational strengths and challenges to determine potential opportunities and risks.

One such strength that can be leveraged as an opportunity is **our financial health and independence**, which could be optimised to take on a more active funding role within the Wikimedia Movement. Similarly, we have significant **expertise and thought leadership in key digital and knowledge topics**, as well as experience **leading and supporting activities that make a real impact**. These present an opportunity to share our expertise within the Movement and with partners, as well as scale up our most impactful projects.

In some cases, our strengths create both opportunities and risks. Our team's **multilingualism and the Swiss country context** provide unique opportunities for reach and impact; however, they also create communication barriers and language and salary requirements for talent that are difficult to meet. Our **lean, virtual team** allows us to be flexible, agile and innovative; however, our decentralised structure can also slow down decision-making. Our experience in everything from **fundraising to systems to processes to tools** can be shared with the wider Movement and stakeholders; however, we still have a way to go towards professionalisation, including bringing in outside experts. And despite our **tangible impact**, we still need to more clearly articulate Wikimedia CH's value, both inside and outside our community.

Where we're going: Our purpose, organisational structure and guiding principles

By 2026, Wikimedia CH would like to have found its place in the newly structured Wikimedia Movement and be financially, organisationally and environmentally sustainable, stable and independent. To achieve this, we aim to contribute to a smart and open society; advance free knowledge, transparency and ethics; and empower social and environmental responsibility. When working together, we value the strength of collective action, respect and goodwill and approach everything with mindfulness.

In terms of our **organisational structure**, we will keep our four previous **strategic impact directions** and add a fifth one. We will rely on our **organisational enablers** of communication; fundraising; technology/know-how; diversity, inclusion and equity; and innovation to support these efforts. Meanwhile, our **organisational foundation** of sustainable finances and solid legal services will ensure our organisational health and growth going forward.

Strategic impact directions

GLAM: Over the next five years, Programme GLAM aims to increase accessibility to free cultural knowledge by supporting, accompanying and connecting GLAM institutions on their journey of digitally sharing and valorising their cultural treasures with the world. To do this, we will build on the achievements to date through consolidation and a dedicated focus on GLAM partnership management, integrate Wikimedia workflows into the processes of Swiss GLAM institutions, leverage innovative tools and be the connecting element between GLAM partners and relevant stakeholders.

Education: Programme Education aims to increase the accessibility of knowledge and advance learning at every level by supporting tools and methods for digital learning. Also, we aim to act as a catalyser and integrator of the different actions and initiatives that exist within the Movement and beyond. To do this, we will continue to offer and support free learning platforms that share content and knowledge while also building core digital skills and capacities for the future. We will not "reinvent the wheel" but will work closely with relevant partners and stakeholders to amplify our efforts and augment our sustainability and efficiency.

Community: Programme Community aims to strengthen and support the Wikimedia community by retaining and nurturing existing volunteers and attracting new ones. We strive to increase the sustainability of our community by supporting and investing in people's needs. To do this, we will ensure a safe space for learning and sharing with proper onboarding and compensation when appropriate. We will attract new volunteers by opening up new topics, geographic regions and target groups.

External Relations, Public Policy and General Partnerships: The External Relations, Public Policy and General Partnerships programme aims to advance the themes of digital and open knowledge in society and politics at the national and international levels while helping Wikimedia CH become a recognised player within the Wikimedia Movement on themes that pertain to the chapter's vision and strategic impact directions. To do so, we will participate in working groups and coalitions to advance digital and open-source themes in society and politics while supporting civic action groups with our own knowledge and expertise, as well as that of relevant partners.

Experimentation & Innovation: This new impact direction aims to create a dedicated space for experimentation and innovation that helps us be a learning organisation, anticipate and address societal changes and focus on supporting our core purpose. To do this, we will work to create a safe space and framework for experimentation and bold ideas while encouraging the exchange of knowledge in an accessible, non-judgemental way. Climate change could become a good first candidate for this space.

Guiding principles

To grow in a healthy way that achieves our mission, we will follow these core principles:

- **Mindfulness**: Be a mindful organisation that invites contributors to be whole and connected.
- **Distributed authority and collective intelligence**: Be an organisation that is a web with different nodes rather than a hierarchical pyramid.
- **Emerging future**: Embrace emerging and continuous learning that includes taking the time for retrospectives.
- **Empathy**: Put business and human needs side by side, placing long-term futures over short-term gains and encouraging employees to be their whole selves at work.

Need & opportunity – Where do we come from & what have we learned?

Where do we come from?

Wikimedia CH is the Swiss chapter of the global Wikimedia Movement and is officially recognised as such by the Wikimedia Foundation.

Our vision

> As Wikimedia CH, we open doors and bring people together with the aim of disseminating free knowledge for a smart and open society. We enable our communities to share knowledge and connect them with the Wikimedia universe. We are a collaborative and accountable association representing the interests of our multilingual communities in Switzerland.
>
> (approved by the board on 14 July 2016)

Our mission

- To collect, curate and disseminate free knowledge.
- To promote the work of contributors (for more information: community website).
- To help Swiss memory institutions share their knowledge, collections and curatorial resources digitally with a global community through a global platform – all this to make the (Swiss) cultural heritage and its diversity more accessible to the world (for more information: GLAM website).
- To sensitise all levels of education to sustainable use of digital information (for more information: education website).
- To advocate for free knowledge, also at the political level.

This mission is a guideline for all activities of Wikimedia CH.

The Wikimedia CH house

Wikimedia CH uses the metaphor of a house to represent its work, as shown in the following illustration.
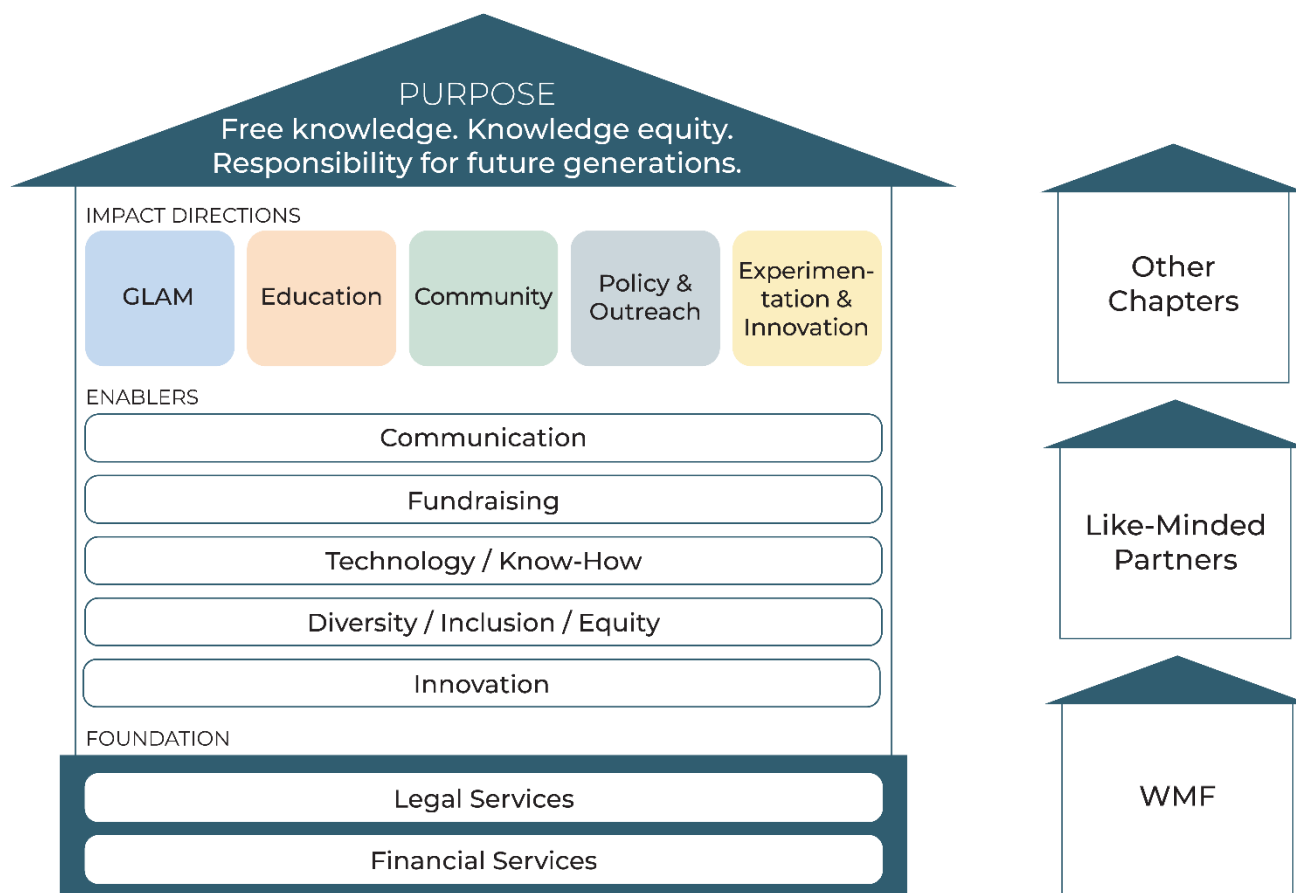
The roof represents the association's purpose (see the vision mentioned above).

The house itself has five windows which are its strategic impact directions:

1. **GLAM** – We collaborate with galleries, libraries, archives and museums throughout Switzerland to provide digital access to *memory institutions*' collections and artefacts. We aim to share the country's culture and history in a connected way across all borders.

2. **Education** – We deliver and collaborate on education programmes that advance learning at every level, both for children and adults. Our work supports lifelong learning as well as teachers and trainers at schools, universities and other institutions of higher education.

3. **Community** – We nurture the Wikimedia CH community, supporting existing members and cultivating new Wikimedians. Among other activities, we revitalise old projects and pursue new ones, mentor Wikimedia CH editors, offer member rewards and promote leadership among our volunteers.

4. **Policy & Outreach: External relations, public policy and general partnerships** – We believe in using our unique position in the field of information exchange to be an influencer on issues concerning open access and open knowledge – in Switzerland, throughout Europe and across the globe. We offer our viewpoints on copyright, digital sustainability, technology and more.

5. **Experimentation & Innovation** – By explicitly creating a space for experimentation and innovation, we allow for a process of continuous, collective learning to find ways in which to serve our mission both within Switzerland and within the greater Wikimedia Movement to help the

diffusion of knowledge and learning. To advance learning for people of all ages, we must continue to offer free learning platforms that share content and knowledge while also building core digital skills for the future.

Our organisational enablers, impacting transversally everything the association does, are:

1. Communication.
2. Fundraising.
3. Technology/know-how.
4. Diversity, inclusion and equity.
5. Innovation/experimentation.

The house rests securely on the foundation of our solid financial settings and legal background.

Our house is surrounded by a neighbourhood of like-minded organisations, chapters, the Wikiverse and the Wikimedia Foundation. We are seeking contact and inviting people in, also attending "house warmings" and meetings at other "houses". Our intention is not only to reach out, link, collaborate and network but also to lobby and influence where it makes sense.

The house we are working on is a *green building* both in the way it operates (reducing its carbon footprint) and also in the criteria applied for assessing potential opportunities for activity and engagement.

The escalation path for any tension with affiliates and/or the Wikimedia Foundation regarding strategy, priorities and objectives shall be brought to the Global Council for the Wikimedia Movement so that it can be resolved with this body's guidance.

Our key strengths/advantages

Financial independence and mission
Wikimedia CH today stands as an organisation with healthy funding from fundraising efforts (largely from individual donors) and some foundations. The organisation is independent of any government funding and pursues its mission of opening doors and bringing people together with the aim of disseminating free knowledge for a smart and open society. Our aim is to enable our multilingual communities in Switzerland to share knowledge and connect them with the Wikimedia universe.

Multilingualism
As an organisation building on the multilingualism of Switzerland, we are well established across the different regions in Switzerland and work in a diverse team, collaborating virtually or physically. Wikimedia CH's staff and board are located in various linguistic regions of the country, and their multilingualism directly implies efficient working processes, communication channels and skills.

Work culture
Wikimedia CH is an organisation which operates in the non-governmental organisation (NGO) context and has salaries at the market level compared with other NGOs (but not if compared to private industry). As such, it has implemented a number of important benefits related to its human resources (HR) policies, organisational structure and processes, employee engagement and satisfaction. At the same time, the organisation has ensured that the work environment is based on mindfulness and provides space for the flexibility, diversity, equity and inclusion that promotes strong ownership as well as a good balance of work, family and everything else deemed important to the members and collaborators of our organisation.

Expertise
Wikimedia CH is now renowned for its expertise in various fields: its products and services pertaining to GLAM, Education, Kiwix, etc., as well as its thought leadership in policy and decision-making around

digital and knowledge topics, such as copyright, open data and others. This expertise makes the organisation a valued partner. In Switzerland, the organisation has been able to build up a strong reputation and is now seen as a trusted partner to stakeholders across different sectors in these various fields.

Country context

With the current positioning, we have strategic opportunities and strengths to build on. These stem not only from our own work but also from our context. For example, with Switzerland being a country with civil society spaces and the opportunity to collaborate with government bodies, we have a potential role to play as a partner and thought leader that can make a real impact on organisational operations, policy, education issues, etc.

What is more, many international organisations, associations and federations are headquartered in Switzerland, which means not only opportunities for collaboration and visibility but also opportunities for fundraising. Within the country, a high willingness to donate has been observed, and given that the country is small and distances are quite short, contact with stakeholders is easily built up and maintained.

In Switzerland, we have a high level of digitisation and competence in IT-related skills as well as a high education level, which leads to an accrued sensitivity in terms of topics dear to Wikimedia CH. In addition, Switzerland has been recognised for a long time as the most innovative country worldwide.

The opportunities

The opportunities for Wikimedia CH have to be looked at both from an internal as well as from an external point of view, taking its key strengths into account.

a. Internal

Wikimedia CH has a small-sized, virtual, flat and lean team with no physical office. Its multilingual staff works remotely in order to serve the various needs and languages of stakeholders, partners, volunteers and others in Switzerland and abroad.

This flexibility allows the organisation to:

- Embrace new trends quickly in a non-formal way.
- Rapidly make decisions.
- Be reactive and timely when it comes to implementing important actions.

Building on its last five-year strategic plan, Wikimedia CH has been able to gain experience and best practices in a variety of fields, learning, improving and refining its processes, plans and undertakings, especially in the fields of:

- Fundraising and related tools and systems.
- Finance systems, procedures and related tools.
- GLAM support and tools.
- HR processes.
- Organisational development.
- Strategic alignment of operations and programmes.
- Legal compliance.

These areas specifically represent an opportunity for the future in terms of:

- Supporting members of the wider Wikimedia Movement (user groups, chapters, etc.), if needed, with best practices.
- Sharing lessons learnt or case studies for other Movement members wanting to go down that same path without making the same mistakes.

b. External

From an external perspective, taking the strengths of Wikimedia CH into account, several areas of opportunities have been identified throughout the strategy process:

1. **Activities that have already produced impact should be scaled up**, not in terms of increasing the number of activities but in increasing impact. These activities include advocacy and policy work, GLAM processes, strategy- and solution-based tools and a variety of hackathons and ateliers. They also include the multilingual education effort – not restricted to primary school or pedagogical efforts, skills and competence building.

2. Wikimedia CH could take a **more active funding role** in instances where the Wikimedia Foundation cannot provide support for various reasons.

   Additionally, it is worth considering how Wikimedia CH could play a more active role in terms of fundraising for the Movement (revenues that are directly generated for the Movement); however, the necessary infrastructures and processes need to be outlined and planned for in order for this model to work.

3. Wikimedia CH could **create a space for experimentation and innovation** (like an Innovation Lab), initiating ideas and providing room for experimental questions. Asking the right questions will be key – setting up a think tank before crafting tools and programmes.[1]

Of course, there are not only opportunities lying in front of us; there are also obstacles and barriers that we need to consider and identify in order to be able to face the related challenges and overcome them.

Key obstacles holding us up

One of the main issues that has accompanied us over recent years has been the question of why there is a need at all to have chapters or official structures. Wikimedia CH has done its best to address this issue by focusing on programmes and activities that are relevant to its community and where community members would benefit from the impact of an organisation in the background.

Wikimedia CH has also been facing questions around the need for an organisation in Switzerland instead of managing the various language regions from countries sharing the same languages. With that in mind, several key obstacles become visible. Again, some are more related to the internal structure and set-up of the organisation, whereas others are connected to the particular context that is to be found in Switzerland or to the products and services Wikimedia CH offers.

a. Internal obstacles

- The virtual work environment sometimes slows processes down as communication issues arise. Targeted face-to-face meetings could sometimes enhance effective collaboration.
- High expectations are placed on the skills and competencies of Wikimedia CH employees, starting with their language capabilities and capacity to self-organise and to flexibly adapt to the quickly changing environment and work times, etc.
- The high expectations in relation to the skills and competencies mentioned in the previous bullet item are matched with NGO salaries, which are significantly lower than the salaries of private industry or international organisations. This results in high turnover.

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[1] This idea will be taken forward by adding Experimentation & Innovation to Wikimedia CH's strategic impact directions.

- The perceived and lived flexibility within the organisation makes it difficult sometimes to implement and reinforce rules and policies (for example, the timely submission of timesheets or expense reports or compliance with overtime rules).
- Most employees don't work full time, which makes work planning much more difficult, especially for common face-to-face meetings.
- A high threshold of technical knowledge is needed in order to be able to operate, and currently, there is no dedicated staff member assigned to support these particular aspects of the work.
- There is no common language for all involved people – staff and board alike as well as volunteers, etc. Everyone has a different mother tongue; therefore, mindful and non-violent communication becomes key.

b. Context-based/external obstacles

Switzerland is home to different official languages and cultures. Thus, there are many communities to be considered. Often, it is indeed difficult to motivate community members to participate in Swiss-wide events, mainly because of language barriers and the uneasiness of actively participating in an event in English rather than in German, French or Italian. That alone poses many questions for organising the General Assembly, for example, or other Swiss-wide community events.

What is more, the high costs of living in Switzerland make sourcing complicated since these costs apply to providers just as they do to chapter staff and volunteers. As a result, Switzerland is often perceived as way too expensive when it comes to the development of new ideas. On the other hand, because of its fundraising environment, Switzerland is often perceived as the "milk cow" within the wider Movement.

If we then look at the Movement environment in which we evolve, we notice that as every country or organisation has its own way of functioning and prioritising, it is not easy to speak with one voice. When addressing, for example, the international organisations or engaging in some policy work, finding common threads, keeping each other informed and learning from others is definitely a priority in Switzerland but not easy to implement.

c. Products and services

Finally, it appears to us that in terms of products and services, the Wiki world lags when it comes to rendering tools more user friendly or adapting them to the rapidly changing technology environment and needs of the broader population. Therefore, Wikimedia projects are at risk of losing their appeal.

On top of that, the media's frequently reported harassment on the platforms or the misuse of Wikipedia in terms of paid editing – as just recently came out in the lead-up to the German elections – are also threatening Wikipedia's reputation and, thus, fundraising and community-building activities.

All of these factors lead to challenges that our association needs to overcome.

Current challenges

Looking again at the challenges from an internal perspective, Wikimedia CH has to work on its policies and come up with viable solutions to **retain talent**. The association already has compensation and benefits schemes, but the HR domain must become a main focus in the future, especially as it links to the General Data Protection Regulation (GDPR). It remains a challenge, as Wikimedia CH does not have a specialised team member for HR matters. Given the small size of our organisation, we are not planning to hire an HR expert in the near future.

Continuous **work with expert lawyers** is also necessary, not only to ensure compliance with rules and procedures (contracts, GDPR, etc.) but also to provide agreements and official documents that allow Wikimedia CH to enter into partnerships or collaborate within multi-stakeholder projects. Again, as our structure is too small, Wikimedia CH does not have an in-house lawyer to tackle these issues.

Furthermore, the **Innovation Lab** that has been addressed previously and should be set up within Wikimedia CH – as this explicitly came out of our strategy-finding process – has to be clearly defined to be able to measure its impact. It might be difficult to articulate the value of such an effort in the initial stages, and a clear story and messaging around this "space" will be essential.

Another major point of importance is to clearly articulate Wikimedia CH's mission, **value and unique selling proposition** for our stakeholders, donors and partners. Wikimedia as a brand name is not clear, nor is our value proposition.

Another challenge, this time from a context point of view, lies in the appropriate handling of the community. Whereas a strategy on community management and building exists, it now has to be put into practice so that the various gaps that have been identified can be closed, such as the retention of volunteers, alignment between association objectives and the community, language barriers and community health.

Furthermore, what happens in the Movement needs to be closely monitored so that appropriate measures can be taken to support it, to propose best practices and to participate in various activities. One example is the legal cases that individuals and entities send to the Wikimedia Foundation. At a country level, we are not aware of the legal decisions that are being implemented, which would be a prerequisite to taking appropriate measures.

Purpose

By 2026, Wikimedia CH would like to have found its place in the newly structured Wikimedia Movement and be financially, organisationally and environmentally sustainable, stable and independent.

Wikimedia CH is an integral part of the Wikimedia Movement and acts in service of its strategic destination for 2030, which is based on a commitment to advance our world through knowledge.

Free knowledge: We are a hub that serves open knowledge to the world across interfaces and communities. Our open access and transparency will ensure that our decisions are fair, that we are accountable to one another and that we act in the public interest.

Knowledge equity: We give room to knowledge and communities that have been left out by structures of power and privilege. We strive to counteract structural inequalities to ensure an equitable representation of knowledge and people in the Wikimedia Movement. We welcome people from every background to build strong and diverse communities. We will break down the social, political and technical barriers preventing people from accessing and contributing to knowledge.

Responsibility for future generations: We are aware of planetary boundaries and tipping points in the Earth system and will take responsibility to preserve the natural basis of life on this planet for future generations. We are mindful of our actions, take responsibility and weigh the concerns of future generations in our decisions. We will achieve net-zero emissions by 2026 in Scopes 1, 2 and 3.

Principles

We contribute to a smart and open society, free knowledge, transparency and ethics, and we empower social and environmental responsibility.

When working together, we value the strength of collective action, respect and goodwill and approach everything with mindfulness.

People

Wikimedia CH has at its core staff members with diverse backgrounds working across the three main language areas of Switzerland. It is supported and governed by a board of volunteers who co-own the strategy and purpose and are key in stakeholder engagement and support to the organisation. (See the illustration at the end of this section.)

Wikimedia could not exist without its engaged community of content creators, collaborators, data enthusiasts, software developers, open and free knowledge supporters and others. How we interact with this community is further described in the section on community.

Partners are the institutions, organisations and groups of people with whom we co-deliver a project – e.g. in GLAM.

Stakeholders, especially donors in Switzerland, are those with whom we actively manage our relationships, be it through policy and outreach, fundraising-donor management or other actions we deem appropriate.

Global Wikimedia is the Movement that we are integrally part of. We share the Movement's values and principles, and we seek to actively contribute to it through our activities in Switzerland. By "Global Wikimedia", we mean not only the Wikimedia Foundation but also other chapters and affiliates – in short, the so-called Wikiverse and Movement. Wikimedia CH reports its activities transparently and annually and seeks to support others with its work. The organisation aims to share our learnings and, at the same time, learn from and collaborate with others (without reinventing the wheel). We have many global stakeholders and, consequently, have introduced this category to keep them in mind.

Our ultimate beneficiary is every member of society. All of our work is in service to society and should contribute to the flourishing of humanity within planetary boundaries. This is also where we derive our societal mandate: to take responsibility for future generations.

Society

Global stakeholders

Global Wikimedia

Stakeholders & donors in Switzerland

Partners

Community

Staff & board

Limiting beliefs – Our key risks

We can only achieve the things for which we already see a clear pathway today. If we hold onto this limiting belief, it will obscure the fact that being visionary and dreaming big are things that we need to take care to practice continuously. (See also the harvest and learning section.)

Our resources are fixed at the current level. We therefore need to rethink community building, onboarding new people through education, fundraising and other activities, as they are what help us gain access to the resources needed to achieve our mission.

We can do endless work – and of course, no one can or should. Developing clarity in our focus and being mindful of ourselves and others is a prerequisite to dedicating our working time – and in the case of volunteers, their free time – to the cause of Wikimedia. As we grow, we should handle all workflows with care. That means workflows and processes should be fixed as a stable base for further expansion. There is a risk that the current challenges (identified in the previous need & opportunity section) will only be enhanced when we take on more projects and employees if we do not put some time aside to fix them first.

Organisational concept – Our strategic impact directions

1. GLAM

We collaborate with galleries, libraries, archives and museums throughout Switzerland to provide digital access to memory institutions' collections and artefacts. We aim to share the country's culture and history in a connected way across all borders.

Aim: Increase accessibility to free cultural knowledge by supporting, accompanying and connecting GLAM institutions, associations and like-minded organisations on their journey of digitally sharing and valorising their cultural treasures with the world. Innovative solutions will be fostered, addressing advancements in technology and digital shifts in culture management. Furthermore, we will contribute to advancing the Wikimedia Movement by sharing its knowledge and scaling its GLAM projects towards an international audience.

Target 2026: Continue to create a cultural knowledge network in Switzerland to:

- Support its members.
- Exchange best practices.
- Integrate resources and workflows in regard to Wikimedia projects into the processes of memory institutions.
- Collaborate and implement innovative solutions to share cultural heritage digitally.
- Provide visible reporting on concluded projects to make content contributed by GLAM discoverable and useful to communities worldwide to address gaps in knowledge and representation.

By 2026, Wikimedia CH will have successfully enabled Swiss GLAM institutions to:

- Widely implement open access policies and linked open data for cultural heritage.
- Advocate for free cultural knowledge.
- Have confidence in digitally sharing their collections on Wikimedia projects.
- Approach Wikimedia and run projects by themselves and/or in cooperation with Wikimedia CH, the Wikimedia community and other partners in the cultural sector.

Background: In the last five years, GLAM activities focused on building stability and trust within the diverse cultural landscape in Switzerland. The GLAM programme followed a holistic approach, covering all levels of collaborative opportunities, and was built on the pillars of diversity and continuity as well as the development of scalable formats in order to integrate cross-chapter collaboration within the Wikimedia Movement.

Moreover, we fostered the development of technical solutions to support GLAM institutions in measuring the impact and visibility of Wikimedia projects and their digitisation efforts and in offering Wikidata-related tools to visualise georeferenced GLAM on maps and uncover content gaps. These applications became key instruments for running Wikimedia projects and campaigns, focusing on increasing content quality and closing cultural knowledge gaps.

Over the years, GLAM activities have focused on building long-term partnerships that fit into the priorities of diversity and continuity. There has also been a strong focus on collaborating with other chapters and developing technological tools to support GLAM institutions, both around their visibility and their digitisation efforts.

Theory of change: By building on the achievements to date, through consolidation and a dedicated focus on GLAM partnership management, we are able to integrate Wikimedia workflows into the processes of Swiss GLAM institutions and be the connecting element between GLAM partners, associations, like-minded organisations, the GLAM community and experts for specific themes.

Way forward: Our theory of change will allow the pursuit of knowledge as a service and competence-sharing within the GLAM partner network. In terms of our internal organisation, Wikimedia CH will build up its internal structure for sustaining quality and expanding the work achieved, keeping financial resources in mind.

Focus on partnership management and development

→ Internally:

- Improve Wikimedia CH's structure, organisation, processes, guidelines and policies for GLAM.
- Create a service offering with all the content and workflows necessary for the GLAM programme's sustainable and professional partnership management and development.
- Build the respective structure (staff internally/externally, finance, legal) for scaled implementation over the next five years.

→ Service:
Define and develop a dedicated service offering for Swiss GLAM institutions, associations and other GLAM-relevant stakeholders – examples include the Swiss GLAM network, international awareness building, knowledge transfer/knowledge as a service, formats, projects/project support and sponsorship, a consulting package, professional training, legal services on rights and free licenses, or technical solutions. It remains undecided as to whether some of the services should be paid services or not.

→ Innovation:

- Facilitate the processes for innovation and access to working groups as well as technical solutions provided by the Wikimedia Movement.
- Promote collaboration with the Wikimedia CH Innovation Lab.
- Invest in research and development regarding innovative solutions for GLAM (e.g. project-matching platform, Kiwix for museums).
- Improve and expand existing GLAMTech projects.

International/cross-border collaboration and GLAM knowledge sharing

- Strengthen the involvement of Wikimedia CH in relevant GLAM projects of the Wikimedia Foundation and the wider Movement.
- Integrate and collaborate with the Wikimedia Foundation regarding international projects initiated by Wikimedia CH and vice versa.
- Offer GLAM knowledge as a service to other Wikimedia chapters (e.g. office hours, informal exchange and discussion).
- Define guidelines, agreements and processes for collaboration in international/cross-border projects initiated by Wikimedia CH.
- Expand successful and scalable projects, such as Cassandra, the Wikimedia CH Map Service and the International Museum Day and International Archives Week campaigns internationally, rendering them accessible for other Wikimedia chapters wanting to participate.
- Continue to contribute to and collaborate with the DACH region (German-speaking regions of Germany, Austria and Switzerland), implementing joint projects.

GLAM definitions:

- GLAM stands for galleries, libraries, archives and museums. "Galleries" in this context are defined as art museums and not commercial art galleries.
- GLAM institutions collect and maintain cultural heritage, and cultural heritage is the legacy of tangible and intangible heritage assets of a group or society that is inherited from past generations.
- Cultural heritage includes tangible culture (such as buildings, including churches, monuments, landscapes, books, works of art and artefacts), intangible culture (such as folklore, traditions, language and knowledge) and natural heritage (including culturally significant landscapes and biodiversity).

2. Education (Edu.action)

We deliver and collaborate on education programmes that advance learning at every level, both for children and adults. Our work supports lifelong learning as well as teachers and trainers at schools, universities and other institutions in the tertiary education sector. Our efforts are directed towards actionable implementation, thus "Edu.action".

Aim: Increase the accessibility of knowledge and advance learning at every level (children and adults), including lifelong learning and support. Provide tools and methods for digital learning and collaboration, accompanying them with capacity building and promotion.

Target 2026: Become a respected player in Switzerland and abroad in the education field by building on and implementing a solid and SMART education strategy. (SMART is used here as an abbreviation for the strategy of defining effective goals by making them **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**imely.) This target for 2026 also includes supporting programmes and efforts in the best possible way and acting as a catalyser and integrator of the different actions and initiatives that exist within the Movement and beyond.

Background: Open education can help make knowledge and learning more accessible. However, few people know about the concept nowadays, and not enough has been undertaken to promote the field. Inclusivity and equity will represent a key focus in this area so that everyone can be reached with information and free knowledge.

Theory of change: To advance learning for people of all ages, we must continue to offer free learning platforms that share content and knowledge while also building core digital skills and capacities for the future. We will not "reinvent" the wheel but work closely with relevant partners and stakeholders to amplify our efforts and augment our sustainability and efficiency.

Way forward:

- Promote Wikipedia/online literacy as a school subject, proposing new models and new tools:
  - … children get points/grades for contributions.
  - … as this will promote critical thinking and enable research skills.
  - … children will discover how knowledge is created and how everyone can contribute.
- Support programmes that render knowledge and skills more accessible to children to help them become the true leaders of tomorrow.
- Support activities that advance lifelong learning using Wikipedia and its sister projects so that all adults become aware of Wikimedia projects and know how to interact politely on its various platforms.
- Enable experimentation and innovation in the field of education and knowledge with the help of an Innovation Lab and other enablers.
- Develop new training and learning models to increase knowledge and skills for life.
- Ideally, hire an Education Manager for Switzerland in 2022.

3. Community

We nurture the community in Switzerland, support existing members and engage with new Wikimedians. Among other activities, we revitalise already-existing projects and pursue new ones, mentor Wikipedia editors (Wikipedians), offer member rewards and promote leadership and training among our volunteers. Our strong network with like-minded organisations and other stakeholders helps us to consolidate our position as a quality content deliverer, free of charge.

General definition: We understand "community" to be a group of individuals and organisations that have like-minded interests and demonstrate the willingness to support each other. Our already-existing community is made of individuals and organisations that are active Wikimedians based in Switzerland or with close ties to Switzerland. Within a community, there is major potential for mutual exchange. In general, Wikimedia CH's community is characterised by its voluntary engagement.

In the following, community members are referred to simply as "members". Association members are explicitly mentioned when addressed.

Aim: Strengthen and support the community in terms of community health, community building and community recruitment. The current ubiquitous discussions of the climate crisis, planetary boundaries and Sustainable Development Goals (SDGs) have to increasingly find their way into our activities, attracting new interest groups and motivating them to contribute to our activities.

Target 2026: In general, enable Wikipedia and its sister projects to continue maintaining quality as the recognised standard for free information while ensuring the various projects' sustainability. To do so, Wikimedia CH has targets for community health, community building and recruitment and outreach:

→ Community health (evaluate, iterate and adapt)

Retain and nurture existing volunteers by getting to know them better and proposing activities suited to their needs, thereby ensuring the longevity of Wikipedia and its sister projects. At the same time, it will be crucial to provide a welcoming, inclusive, safe and harassment-free environment, as stated in the Movement's 2030 Strategy recommendations. Learning opportunities should also be provided if needed as well as opportunities to be paid to organise workshops. Compensation has been raised by community members and has to be addressed to retain proactive and knowledgeable community members.

→ Community building

Retain and nurture newly acquired volunteers by providing for a welcoming, inclusive, safe and harassment-free environment on the one hand and proper onboarding, mentoring and follow-up on the other hand.

→ Community recruitment and outreach
- *Open up new fields*: Invest time in finding new topics that volunteers might have an interest in and become active in, such as the climate crisis and planetary boundaries.
- *Open up new geographic regions*: Assess Switzerland as a whole and look into regions where few volunteers are currently active. Enter these "markets" with existing programmes and activities.
- *New target groups*: Assess and address specific age groups or themes that could interest particular niches or groups of people.

Background: Our community plays a key role in our goal to improve the content on Wikimedia projects while reaching more people in Switzerland and beyond with free knowledge. Without a community, our projects cannot be maintained. Therefore, it is clear that our community is actually the first purpose for which Wikimedia CH exists.

Wikipedia, as the frontrunner among our projects, is a universal encyclopaedia and must be supported to ensure its existence over time. Wikimedia CH's challenge lies in continuing to engage long-term Wikipedians while recruiting and integrating a new generation of editors and active volunteers.

Theory of change: Community is both a means to an end and an end in itself. Thus, it is the core pillar of Wikimedia CH. Through building, maintaining and enhancing our community, we legitimise our organisation's existence and provide value. Wikimedia CH will increase the sustainability of our community by supporting and investing in people's needs, whether newcomers or long-time contributors.

Way forward: Hire a Community Manager for the whole of Switzerland to design and implement a concrete country strategy in terms of community health, community building/retention and community recruitment/outreach, taking particular needs and initial situations in the different regions (languages and cultures) into account and setting appropriate targets.

Indicators for success: Concrete targets will be included in the country strategy, and related action plans will be drafted.

4. Policy & Outreach: External relations, public policy and general partnerships

We believe in using our unique position in the field of information exchange to be an influencer on issues concerning open access and open knowledge – in Switzerland, throughout Europe and across the globe. We offer our viewpoints on copyright, digital sustainability, technology and more, creating partnerships and reaching out to other actors in the various fields wherever possible. In addition, more and more critical information is publicly shared but not necessarily seen and appreciated as such by the public (e.g. emission data, human rights data, illicit trading data). Wikimedia CH could play a major role in ensuring that data is seen where it needs to be seen and that it is put into context (e.g. for emission data, having a place/site to compare company data).

Aim: Wikimedia CH would like to maintain and expand its current activities regarding the above, advocating for issues – such as copyright, [freedom of panorama](#) and [net neutrality](#) – that are important to us as a Movement. We will continue doing so by aligning ourselves with the policy direction and stance that the Wikimedia Foundation and other chapters are adopting and, at the same time, fostering

our collaboration with like-minded organisations, such as Parldigi and the Digital Alliance, in order to continue having a strong impact within different debates.

Wikimedia CH will also strive to enter into new spheres of action, such as environmental/green topics, seeking new partnerships and strengthening existing ones wherever it makes sense.

The next five years will also see an increased effort in supporting Wikimedia CH's other impact directions, such as GLAM and Education, with advocacy work in the relevant departments within the various cantons of Switzerland.

Together with other interested chapters, Wikimedia CH would like to reinforce its efforts at the European level, as well, rallying behind common objectives and mandating our representatives in Brussels so that Wikimedia becomes a respected and sought-after actor consulted on policies pertaining to its core business for Europe.

Finally, as a founding member of Wikifranca, Wikimedia CH will continue supporting and helping to develop the new structure to make Wikifranca viable and serve its purpose in the future.

Target 2026: Advance the themes of digital and open knowledge in society and politics at the national and international levels through strategic collaboration and partnerships, using storytelling as a means of better working with our vision and mission.

Be a recognised contributor and actor nationally and, to a certain extent, internationally within the Wikimedia Movement on themes that pertain to the vision and strategic impact directions of Wikimedia CH.

Theory of change: By actively participating in working groups and coalitions to advance the digital and open-source themes in society and politics, we will develop our standing on these matters. Also, we will be able to support civic action groups in Switzerland and abroad in the various languages (German, French, Italian and English) with our own knowledge and expertise about the Wikiverse, as well as with the combined knowledge and expertise from relevant partners within the Wikiverse (as a Movement).

The goals of this work are to (a) learn from others in Switzerland and abroad, (b) create tangible change in Switzerland and at the European level and (c) inspire the international Wikimedia Movement to contribute to or launch its own initiatives, creating the potential for lasting global change.

Way forward: Provide financial and human resources and the open mind necessary to take existing results one step further by, ideally, hiring a Public Policy Manager within three years (depending on funding). In the meantime, reinforce Wikimedia CH's actions in alignment with its current human resources and possibilities. This work includes the ongoing support of Wikifranca and active participation in Wikimedia Europe discussions.

5. Experimentation & Innovation – Embracing continuous learning

In a VUCA (volatile, uncertain, complex and ambiguous) environment, we embrace the concept of continuous learning and exchange and provide space for experimentation as well as innovative/creative ideas using new tools and models in various focus areas (i.e. climate, education, GLAM, etc.).

The concept of an Innovation Lab is in line with the wider Movement Strategy and with other chapters' efforts, as it will explore and expand the range of free knowledge projects to stay relevant and serve our common vision: to give access to the sum of human knowledge.

Aim: Create space and a framework to be a learning organisation, anticipate societal changes with room for experimentation and innovation and focus on supporting our core purpose. Wikimedia CH will achieve this aim by ensuring that the necessary structure and support is available. There is no linear

pathway accompanying change, only small steps of experimentation and exploration that support the desired change.

Target 2026: Establish a well-working process for launching and evaluating experiments from Switzerland and beyond (including a safe space and framework for experimentation, such as an Innovation Lab). If successful, innovations will be incorporated into Wikimedia CH's programmatic approach and shared with the wider Movement.

At the same time, continually improve the design of our platforms to enable everyone – irrespective of gender, culture, age, physical abilities or technological background or skills – to enjoy a positive experience during both the consumption of and contribution to knowledge throughout the Wikimedia ecosystem.

Background: In a VUCA world, the speed at which things change is ever-increasing, and an organisation may find itself caught in a reactionary mode. Being open-minded, flexible, creative and proactive are the keys to success. Hence, it is crucial to provide a space in which failure and learning are invited.

Theory of change: By explicitly creating a space for experimentation and innovation, we allow for a process of continuous, collective learning to find ways to serve our mission both within Switzerland and within the greater Movement and to help with the diffusion of knowledge and learning. To advance learning for people of all ages, we must continue to offer free learning platforms that share content and knowledge while building core digital skills for the future.

Way forward:

- Create a safe Innovation Lab for bold, unconventional or silly ideas.
- Enable experimentation and innovation with the Innovation Lab or other enablers.
- Assess future trends, make Wikimedia CH future-ready and contribute to the same readiness for the global Wikimedia Movement.
- Support the development of technological solutions and new models.
- Create room for experimentation.
- Develop concepts of new tools to improve accessibility, equity and knowledge.
- Ensure that the "space" is accessible to and benefits the entire Movement.
- Exchange knowledge and learn innovative models and tools.

Climate change could become a good first candidate for this "space". A hypothesis will be stated, tested at a small scale and evaluated according to agile principles (build, measure, learn), and related needs will be defined.

Organisational enablers

A. Communication

Aim: Communicate to different target groups: Internal communication addresses the Wikimedia CH team and board. External communication addresses all kinds of stakeholders, the Wikiverse and the general public. Community communication focuses on our linguistic communities, other affiliates, project partners and the wider Wikimedia Movement (please see the community section for a definition of "community"). Use available communication channels to promote Wikimedia CH's activities and vision while increasing visibility among these target groups at the same time.

Target 2026: By 2026, build a sustainable brand image portraying Wikimedia CH as a strong partner while taking its core competencies into account. Precise and well-focused messages empower the association to achieve its main objectives and overall mission.

Background: While Wikimedia CH professionalised communication activities over the past strategic period, a more consistent, compelling and cohesive storytelling approach is still needed, including the appropriate messaging to articulate the value of Wikimedia CH's work. New projects and initiatives

must fit into the existing storylines, and team members and board members alike must communicate the same messages.

Theory of change: With a compelling story and messaging that underlines Wikimedia CH's value, as well as an effective communication strategy to reach new and existing stakeholders, we attract and engage partners, donors, community members, decision makers and other key stakeholders and advance our mission by working with them.

Way forward:

- Ensure partnerships and initiatives to advance Wikimedia CH's communication goals and align with the story we are telling.
- Develop and maintain strong key messages to articulate the value of Wikimedia CH's work to a variety of stakeholders and ensure all team members use the same messages in their communications.
- Ensure that we celebrate and communicate successes or key learnings (see also the [harvest and learning](#) section).
- Develop a common mindset to contribute to new projects, taking the storytelling aspect of communication into account.
- Define a common agreement (the team's immanent culture) about internal information exchange.

B. Fundraising

Aim: Strengthen Wikimedia CH's financial independence and impact by diversifying its income sources, building up new fundraising activities (legacies, etc.) and channels (also new tools) to reach new/more donors and, thus, to enhance the financial contributions to the organisation. This also includes retaining and fostering relationships with existing donors, motivating them perhaps to become recurrent donors or donate more. At the same time, we need to ensure that our database is maintained and nurtured so that it can serve its diverse purposes.

Target 2026: Diversify Wikimedia CH's sources of revenue and establish a viable strategy in case the Wikimedia Foundation's overall fundraising strategy changes. This includes a risk assessment strategy with an action plan in order to deal with income shortages.

Background: As an organisation that is newly financially independent, fundraising is critical to Wikimedia CH's future. Sharing knowledge with other Wiki entities becomes more important than ever, as well as collaborating more closely with each other (in order to realise economies of scale, for example). Wikimedia CH has thoroughly investigated learnings and activities over the past years and assessed current needs in order to come up with a concrete plan moving forward. As the organisation is currently growing and changing, financial stability is crucial to ensure sustainability and stability for the years to come.

Theory of change: Fundraising needs to be recognised as a significant contributor in pushing the Movement towards knowledge equity and knowledge as a service. Therefore, it must be interlinked with all Wikimedia CH activities. Pooling resources, learning from each other and carefully evaluating the way forward are ever more important.

Way forward:

- Clearly define the fundraising strategy and agree on SMART key performance indicators.
- Implement this strategy, also providing for the necessary resources and training (human and financial).
- Build up a structure that will support the identified fundraising needs on the one hand and the organisational ones on the other.

- Continue discussions with the wider Movement and foster relationships with the fundraising team of the Wikimedia Foundation to keep informed about what is going on.
- Raise awareness about our grants (among partners and volunteers) and other possibilities for engagement.
- Increase the exchange and meetings with like-minded NGOs and associations to enhance and develop our fundraising strategy and contacts in the field.
- Learn from other fundraising experts.
- Strengthen relationships with major donors and foundations in Switzerland.

C. Technology/know-how

Wikimedia CH supports open-source software and open content but needs to ensure that other parameters – such as **reliability**, **efficiency** and **maintainability** – are taken care of. If there is an open-source solution that allows for satisfactory implementation of these three parameters, Wikimedia CH will adopt that solution. On the other hand, if these parameters cannot be ensured with an open-source solution, Wikimedia CH will search for a viable solution – which could be a commercial one – taking the ethical approach of the service provider into account.

Aim: Position Wikimedia CH as a partner in technology and know-how around key topics while leveraging technology to support our programmes and organisational goals.

Target 2026: Define and implement an IT strategy for the whole organisation in order to support its growth in terms of structure and its needs in terms of its programmatic approach. Continue to assess the needs and wishes of our partners and community to identify which tools and/or technologies should be assessed in the future.

Background: While Wikimedia CH itself should not be a technology innovator, the organisation has an important role to play in supporting technological innovation and knowledge sharing around topics that advance its mission. This is particularly true when it comes to the topics of open source and open software and tools in general but also relates to other digital aspects. Wikimedia CH has to keep informed about the latest trends and opportunities to not only learn about what is happening in Switzerland and abroad but also help support its partners and stakeholders with the right technologies and knowledge, relevant to its own activities, of course.

Theory of change: Being Wikimedia CH, it is our duty to be on top of new technological developments in the open-source and digital field, always being mindful of the user experience on our platforms. This will allow more people to join projects, access information and contribute. It will also allow us to attract more partners and other interested parties as well as donors. It is a shared responsibility between developers, designers and communities and requires collective action throughout the Wikimedia ecosystem.

Way forward:

- Develop and implement an IT strategy (internal and external), including IT security and GDPR aspects.
- Communicate and exchange knowledge and feedback with other chapters and relevant stakeholders on common topics.
- Regularly assess the needs of Wikimedia CH's stakeholders.
- Collaborate in other technology-related projects whenever it makes sense (nationally and internationally).

D. Diversity, inclusion and equity

Aim: Leverage Wikimedia CH's (and Switzerland's) multiculturalism and multilingualism to engage diverse members and stakeholders, thereby bringing in new ideas and points of view and enabling

innovation that advances our mission, both in Switzerland and abroad. Go beyond diversity to inclusion and foster equity.

Target 2026:

- *Inclusivity*: Encourage integrated learning, help close the digital divide and support special needs.
- *Equity*: Help fill the diversity gap, champion e-democracy and ensure a neutral point of view.

Background: Wikimedia CH has a unique role to play compared to other chapters due to the natural multilingualism and multiculturalism of the team, the community and Wikimedia CH's partners.

Theory of change: By leveraging our unique and innate diversity and encouraging more diversity and inclusion within our community and projects, we can engage more diverse perspectives that will help us innovate and experiment to advance free knowledge and contribute to a more equitable society.

Way forward:

- Respect and implement the Wikimedia Foundation's [Universal Code of Conduct](#).
- Encourage and enable multilingualism through multilingual initiatives, events and projects.
- Prioritise and advance knowledge equity.
- *Chacun dans sa langue* (French for "Each in their own language"): Work to provide resources and initiatives in local languages whenever possible to better engage stakeholders. Seek ways to provide translation services (online) for stakeholders to augment participation in national or international meetings.
- "Be everywhere" by involving local people: leverage community members to engage their local communities and organisations.

E. Innovation

Aim: Leverage Wikimedia CH's (and Switzerland's) capacity and expertise to improve innovation and to embrace a culture of experimentation and learning for all areas as one of our key enablers. We want to be open to experimenting with new models and tools in every aspect of our work, not limited to IT only. This openness and creativity will further align Wikimedia CH's programmes and undertakings with real needs.

Target 2026: Find solutions, improve and implement innovative ways forward and propose and share these lessons learnt with the wider Wikiverse – all this is our target for 2026.

This work includes creating a pool of technologically relevant partners and proposing new solutions to other selected partners. Wikimedia CH aligns itself with the Movement's [2030 Strategy](#) looking into developing new software functionalities for its projects; if possible, better integrating various tools in the editing experience; establishing partnerships with other free knowledge projects; and improving its policies to include more diverse knowledge domains. The overall aim, of course, is to deliver knowledge as a service for all.

Background: In an environment of continuous change, it is important to remain innovative and give space for experimentation. Furthermore, in Switzerland, public funds are always focused on supporting innovation and experimentation; therefore, strengthening the profile of Wikimedia CH could further open up new fundraising opportunities.

Theory of change: By continuously exploring and expanding the range of free knowledge projects, we manage to stay relevant and serve our Movement's vision to give access to the sum of human knowledge. By encouraging people to experiment with and create new projects or policies, we provide space through which gaps in knowledge equity can be addressed. We further position Wikimedia CH as

a reliable partner and improve internal processes and programmes whilst setting an inspirational example for affiliates.

Way forward:

- Implement an Innovation Lab (scope and size still to be determined).
- Define the organisation and structure.
- Define the service to support other programmes.
- Select projects to support.
- Ensure learning/sharing from other chapters.
- Reach out to other chapters.

Organisational foundation

A. Financial services

Aim: Place Wikimedia CH in a financial position from which it is able to implement its mandate and execute its strategy from a multi-annual planning perspective without having to fear for its funds on an annual basis. Wikimedia CH continues to operate out of its own funds without relying on Movement grants.

New ways of providing services are to be found for years to come, such as proposing specialised Wiki trainings/workshops or technical tools for a fee to interested stakeholders. However, given Wikimedia CH's charitable and non-profit character, income generation through "commercial" means is to remain secondary and needs to be examined closely. Fundraising, on the other hand, must become a priority; necessary human resources must be sought to target the diversification of funds. Indeed, most of Wikimedia CH's donations currently stem from individual donations, which makes us vulnerable to fluctuations and change.

What is more, the membership strategy and services offered to members are to be overhauled and optimised. As an association, we would not exist if it was not for our members and active Wikimedians/pedians.

Wikimedia CH will continue to build a sufficient reserve in case revenues/donations do not meet expectations so that operations can be maintained for a minimum period of six months. Funds will only be invested ethically (respecting local laws and environmental and other standards) without taking any major risks.

Target 2026:

- Continue being financially autonomous without the Wikimedia Foundation's Annual Plan Grants.
- Ensure funding for two years into the future (salaries and programmes).
- Diversify fundraising sources (assets, investments, multi-annual donations for projects, etc.).
- Optimise Wikimedia CH's sourcing strategy. For example, minimise costs by finding alternatives to and comparing existing providers (Raisenow, Salesforce, Six and others).
- Work with selected financial partners that share our sustainable vision.
- Approach like-minded organisations for the benefit of exchanging knowledge and experience.
- Minimise negative interests as well as internal operating costs to fit our flexible and sustainable organisational mindset.
- Overhaul Wikimedia CH's membership strategy and related services.

Background: Finances are the backbone of every organisation. Careful, transparent and strategically effective financial management are keys to successful operations as well as forward-looking fundraising and partner development. At the same time, financial targets to be reached with Wikimedia CH's annual banner campaign are augmented every year by nearly 20%. Managing large amounts of money requires solid financial management and appropriate human resources in the back office.

Wikimedia CH also finances other affiliates, institutions or programmes within its annual plan (scholarships, grants, project funding, etc.) as long as the programme or project has an impact in Switzerland and is in one of the official Swiss languages. Wikimedia CH can finance other affiliates or chapters that cannot receive funds from the Wikimedia Foundation, mainly due to U.S. sanctions, in order to assure a higher knowledge equity principle. Also, Wikimedia CH sometimes helps out by becoming the so-called "fiscal sponsor" of a project or programme where the countries involved cannot ensure the safe transfer of funds.

Wikimedia CH has the capability to finance other projects or programmes as part of a larger group, such as Wikifranca, whereby a dedicated budget is set aside for this purpose. Wikimedia CH can also finance projects/programmes directly out of its regular annual budget if approved through relevant processes the year before. There always is some room for additional exceptional expenses if need be.

Theory of change: By continuously exploring new ways of funding and professionalising our operations, we ensure that donors' money is spent in a transparent, effective way. From an operational viewpoint, Wikimedia CH will also have to further define which kind of services and types of consultants can be paid, i.e. legal, audit, subject-matter experts, etc.

Way forward:

- Look into and implement an impact investment strategy.
- Assess and compare vendors.
- Put the necessary policies in place and ensure GDPR compliance.
- Analyse funding sources and conduct business intelligence.
- Seek input from and exchange with other comparable NGOs and organisations.
- Build up the necessary operational infrastructure.

B. Legal services

Aim: Ensure adequate legal support for Wikimedia CH as an organisation regarding contracts and operational activities. Also, ensure the protection of interests for Wikimedia CH staff and board members as well as association members while contributing to or working on Wikimedia projects.

Target 2026: Be and remain GDPR compliant and respect all necessary standards. Continue being professionally supported in all legal aspects by knowledgeable partners and specialists in Switzerland and abroad as well as colleagues from within the Movement.

Background: Wikimedia CH is too small as an association to have its own legal expert on staff. However, given the mission of the organisation, numerous legal aspects need to be dealt with in a professional and timely manner:

- HR-related questions.
- GDPR issues.
- Project/programme-related aspects (copyrights, matters related to the Wikimedia platform, etc.).
- Models of contractual documents, such as memoranda of understanding or partner/collaboration agreements.
- Compliance with Foundation-related contracts (brand agreement, chapter agreement, fundraising agreement, etc.).
- Compliance with Movement-related charters (Universal Code of Conduct).
- Association-related issues (by-laws, requirements in Switzerland, etc.).
- Legal support in terms of claims, contractual issues, etc.

Theory of change: Looking into the future, every association needs a thorough and solid legal basis. Policies need to be put in place and regulations stipulated for the various stakeholders (internal and external). Only then can a sustainable and impactful organisation be built.

Way forward:

- Collaborate closely with legal partners (internal and external).
- Learn from others in the field (internal and external).
- Regularly assess partners and consultants.
- Regularly assess and adapt policies and other instruments.

Structure – Building the organisation to deliver the strategy

Wikimedia CH is at the brink of stepping out of its rather informal and small structure and becoming a sustainable and mature organisation.

According to the [Mercer Global Trends 2020-2021 study](), the future of work is no longer dominated by the march of AI and automation. At this point in time, AI will definitely take over jobs that are boring or repetitive or, on the other hand, jobs that require a high level of mathematical calculations and forecasts. Therefore, people will have more time to develop their emotional and collective intelligence as human beings.

As an organisation, we now have to clearly focus on values, well-being and human-centred leadership that make the organisation lively – and also attractive for new and existing employees. Empathy sits at the heart of this new mandate, as well as mindfulness and collective intelligence.

A healthy balance needs to be created between our organisation's goals that are to be achieved and what employees need to move forward with motivation and drive. New skills are required at the employee level, which have to be learnt anew in the sense of "reskilling" or "upskilling". The world is changing rapidly right now. Everything is becoming uncertain faster, starting with the way we communicate or consume, as well as both digital and environmental changes. Ultimately, the pandemic has shown us how vulnerable we are as humans.

Therefore, in order for Wikimedia CH to grow in a healthy, organic way and achieve its overarching goals and mission, the organisation needs to continue having and enacting a more integral worldview. If we as a collective learn to deal with our fears, our organisation will become a living organism with its own energy and purpose. Listening to its needs will allow great achievement.

Broken down to the management level, this means being ready to practice even more what we would call "empathic leadership".

Cooperation, trust and empowerment reached through mindful leadership will be essential.

In a nutshell, herewith are the basic principles that will guide Wikimedia CH in the future:

Mindful organisation: Wikimedia CH invites people to bring their whole self to work. Being a mindful organisation means being mindful of oneself, of the interrelationship with others and the consequences of one's actions. We aim to continue to pursue a responsible path in dealing with ourselves, others, nature and the world. We follow the Wikimedia Movement spirit of inclusion, non-discrimination and developing and implementing a hybrid format to support the participation of every human being who wants to become part of the Movement.
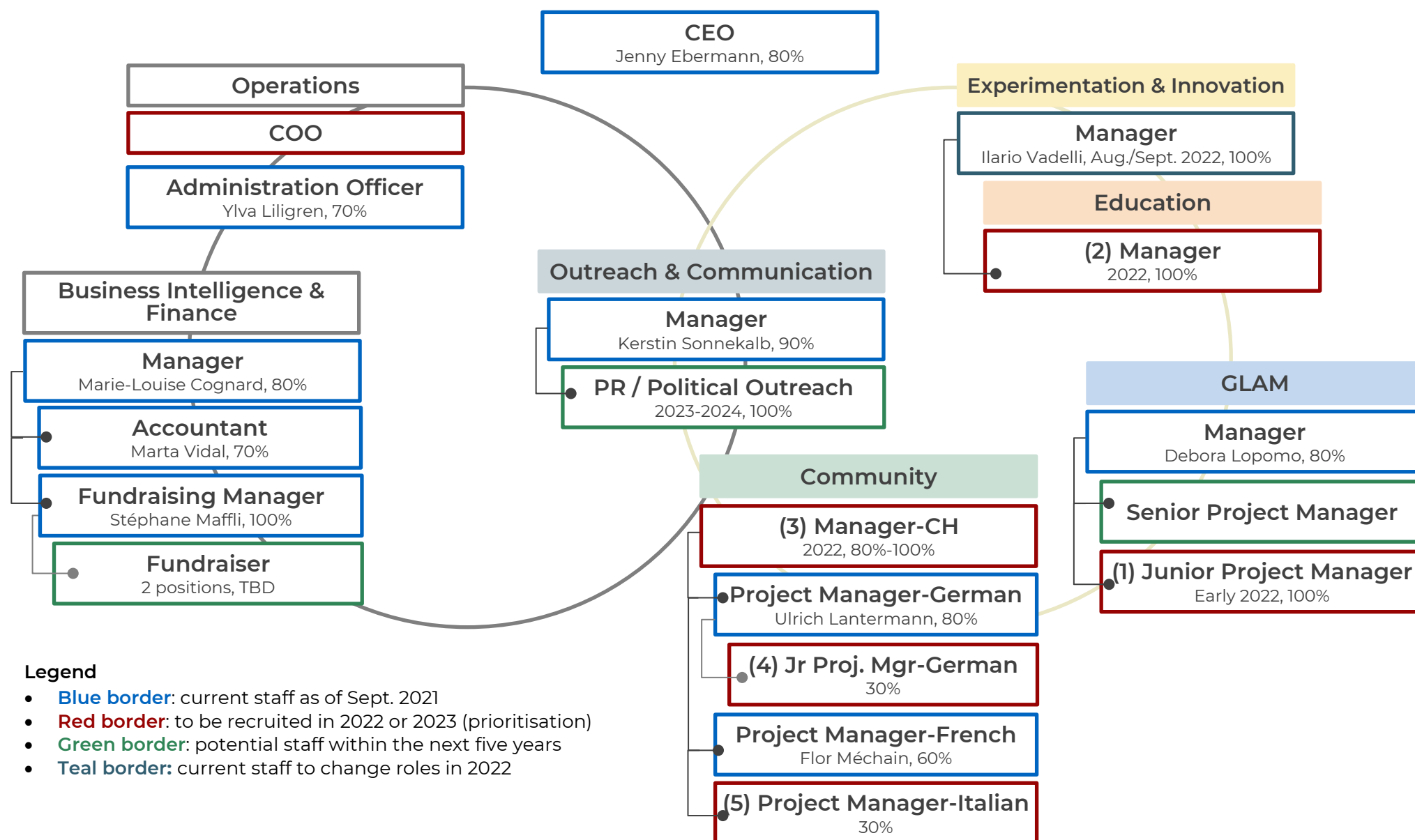
Distributed authority and collective intelligence: Accountability in the organisation needs to be distributed. Wikimedia CH aims to work towards an organisation that is a web with different nodes rather than a hierarchical pyramid. Informal teamwork needs to be further developed and inform a common team culture of cooperation and professionalism.

Emerging future: We are aware that we can neither predict nor control the future. Thus, we take time for retrospectives to harvest and learn.

Empathy: Left-brain understanding of business and organisational realities needs to be combined with right-brain skills, such as intuition and creativity. Only then can we turn our insights and intelligence into inclusive prosperity. Human and economic metrics need to be put side by side, placing long-term futures over short-term gains and encouraging employees to be their whole selves at work.

It is important to note that while its focus lies on culture and empowerment to achieve extraordinary employee motivation, Wikimedia CH does not want to move within the classic pyramidal structure when representing its organisation. Wikimedia CH is a purpose-driven association and, as such, views itself as a living system, as described by Frederic Laloux in his book "Reinventing organisations". However, how this system should be reflected and lived within its organisational structure is still to be defined during 2022 and will certainly have to be tested and adapted over time.

With this in mind, the following image shows the evolution of staff within an organisational chart and titles that represent the current situation. However, this should not distract from the basic principles outlined above, which will guide us in defining our way forward.

CEO
Jenny Ebermann, 80%

Operations

COO

Administration Officer
Ylva Liligren, 70%

Business Intelligence & Finance

Manager
Marie-Louise Cognard, 80%

Accountant
Marta Vidal, 70%

Fundraising Manager
Stéphane Maffli, 100%

Fundraiser
2 positions, TBD

Outreach & Communication

Manager
Kerstin Sonnekalb, 90%

PR / Political Outreach
2023-2024, 100%

Experimentation & Innovation

Manager
Ilario Vadelli, Aug./Sept. 2022, 100%

Education

(2) Manager
2022, 100%

GLAM

Manager
Debora Lopomo, 80%

Senior Project Manager

(1) Junior Project Manager
Early 2022, 100%

Community

(3) Manager-CH
2022, 80%-100%

Project Manager-German
Ulrich Lantermann, 80%

(4) Jr Proj. Mgr-German
30%

Project Manager-French
Flor Méchain, 60%

(5) Project Manager-Italian
30%

Legend
- **Blue border**: current staff as of Sept. 2021
- **Red border**: to be recruited in 2022 or 2023 (prioritisation)
- **Green border**: potential staff within the next five years
- **Teal border:** current staff to change roles in 2022

A major focus for the next five years must be succession planning to ensure the organisation is built on a solid basis and does not collapse at the slightest "earthquake". Procedures need to be established and rules created in order to ensure that operations can continue even in an emergency situation (e.g. lack of funding for a particular year or project, departure of a staff member, disease or staff sick leave) and that we build resilience into the organisation.

At the same time, it should not be forgotten that Wikimedia CH must reflect the needs of the global Movement in general and of its Swiss community and stakeholders in particular. Attention needs to be paid to what is required and what is nice to have, thus striking a healthy balance between different demands and stakeholders. Wikimedia CH has to find its place and contribute to the purpose of the whole Movement; this should also be reflected within its structure and organisation.
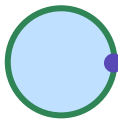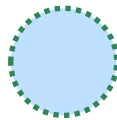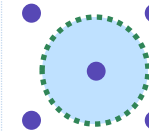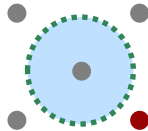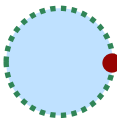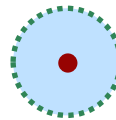
Harvest and learning
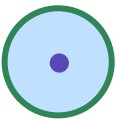
We know that the journey is the destination. We take care to harvest the fruits of our learning and strategy implementation on a continuous basis. We also use the harvesting for communication purposes and feeding our results forward.

To stay open to emergent learning, we build moments of collective learning (retrospectives) into all project work. For the overall strategy, we include a yearly retrospective in the form of a retreat that we approach with appreciative inquiry. Therefore, we discover what is already working, dream how it could be, design options to make it happen and engage in action planning for delivery. The output of this type of retreat shall be an annual plan and budget as well as an updated strategy. Furthermore – if it makes sense – key achievements and key learnings should be communicated publicly.

Note that major changes to the strategy should be well reflected and come up from an emergent need shared by staff, the board and the wider community.

Annex: The process of developing this strategy

Journey Steps

Step	**1** Setting Up the Journey	**2** Learning from the Past	**3** Learning from Others	**4** Learning from the System	**5** Discerning	**6** Planting Seeds	**7** Conditions for Growing
Result	• Common understanding • Individual strengths • Sense of connection	• Achievements and strengths • Contradictions = stuck energy	• Beneficiaries' perceptions of WMCH • Needs and blind spots	• Relationships between different stakeholders • Emerging future	• Development avenues and priorities	• Activity proposals and expected aims	• 5-year strategic plan with metrics • Celebration
People	Board + Staff	Board + Staff	Board + Staff + Beneficiaries	Board + Staff + Beneficiaries	Board + Staff + Beneficiaries for part of the day	Staff	Staff involved + Workgroup leading writing
Time	Call 1 July	Call 8 July + self-managed reflection	Call 15 July + self-managed reflection	28-30 Nov. 3-day in-person facilitated event			Nov.-Dec. TBD Online + self-managed

The strategy process initiated in 2019 came to a halt due to the Covid-19 pandemic. It was taken up again with two new facilitators (Nicola Forster and Anaïs Sägesser) in April 2021.

In a staff-only kick-off, the new timeline was shared, and participants envisioned a day in their future as personal preparation work. The basic rhythm for the process still to come included two cycles for opening up the field for ideas and closing it again to finalise and refine, as explained below.

For half a day on 15 June, the board and staff came together with interest and curiosity and the strong wish to continue the strategy work which had started the previous year. The aim of the workshop was to engage in diverging thinking and open up once more to think big and converge around some key questions central to the future of Wikimedia. People engaged in a visioning process and developed visionary headlines for Wikimedia's future in 2026. These activities were connected with the previous work (especially the SWOT analysis of strengths, weaknesses, opportunities and threats). Two members of Wikimedia International – Quim and Tanveer – joined the session and provided valuable inputs on what they see, best practices to learn from and what Switzerland could do to foster the international Movement. From the work of the day, new questions were developed.

For half a day on 21 June, the board and staff were joined by key internal and external stakeholders as well as numerous community members and partners: Heiko Specking, Heidi Eisenhut, Dominik Landwehr, Chantal Ebongué, Diego Haettenschwiler, Stéphane Coillet-Matillon, Vivian Epiney, Raphael Das Gupta, Kay Kutschkau, Gala Papillon, Cornelius Pietzner, Gilliane Kern, Francesca Giardin, Elissa Bertot, Alessandro Marchetti, Lorenzo Losa, Sarah Orlandi, Lars Ziörjen, Rémy Gerbet and Stefan Keller. The goal was to open up the thinking space on key questions identified in the previous session. To onboard everyone, a short overview was given on what had happened to date, including an evaluation of the number of interviews conducted by the staff. Thereafter, seven open breakout rooms were

created in a world-café-like format for people to brainstorm around the following six questions, which had been developed in the previous session:

1: **How might we build the capacity to create and offer an experimental space** for (a) the global Movement and (b) our Swiss community? Please think very pragmatically about how this could be set up/implemented, how this should be anchored within Wikimedia CH, with whom this should take place, where ideas should come from and what this would mean for the organisation in terms of staffing/necessary skills, funding, etc.

2: **How might we use Wikimedia CH's multilingualism and intercultural backgrounds** and thinking to benefit (a) the global Movement, (b) the Swiss community and (c) the future structure of Wikimedia CH's organisation?

3: **How might we attract and retain contributors and institutions to build a committed, supportive, diverse and inclusive community** (a) across borders and (b) for the Swiss active members and volunteers (current and future ones)?

4. **How might we share key learnings (structural, operational, strategic) with the Movement** and thus contribute to its agility, flexibility and adaptability through dialogue in an impactful and meaningful way?

5. In the future**, how might Wikimedia CH** (a) support structures in the Movement through **distributing funds where affiliates or the Wikimedia Foundation cannot do so** (and should Wikimedia CH be doing so) and (b) **generate more revenues for the Movement** as a whole? And how could this be realised (and what would be the implications for Wikimedia CH as an organisation)?

6. **How might Wikimedia CH position itself to advance the digital and open-source themes in society and politics** (a) in Switzerland and (b) beyond?

There was a seventh open room for emerging questions which participants also used.

In every room, a mural was ready.

After reporting back from all rooms, participants left and gave Wikimedia some magical gifts via their comments, such as the following:

- "Un chapeau magique d'où sortent des milliers de personnes intéressantes et intéressées à contribuer et à partager, sur tous les projets ouverts."
- "A glowing heart for mindfulness and compassion through everything we do."
- "Ein Zauberspray für besseres Verständnis für die ideen des anderen."

On 28 June, a three-hour staff-only session aimed to converge on some key strategic pillars. For this purpose, inputs on the central questions were clustered according to the criteria by which they should be evaluated. The key criteria chosen were scalability, honouring what is, reputation and feasibility. The result of this process was then the starting point for this strategy document.

The document was written in a co-writing process involving the leader of the association, the two co-facilitators and the team and board of Wikimedia CH.

As outlined in the harvest and learning section, this strategy document is meant to serve as a North Star, base camp and checkpoint for the coming five years.