Annual plan

Below you will find the Wikimedia Foundation's final Annual Plan for 2021-2022.

The annual plan is the primary way Foundation teams and departments set objectives for the year ahead. It is guided by ongoing discussions with volunteers, such as the Movement Strategy process, and our long term mission to promote free knowledge. It is also heavily shaped by internal processes such as budgeting, staffing, and coordination.

It uses our Medium Term Plan as its overarching framework.

Medium Term Plan

The **2019 Medium Term Plan** (MTP) is the **overarching framework** we use to structure our planning and decision making.

It was **created through broad, participatory discussions** with staff and volunteers.

The **MTP's 5 priorities** describe the impact we hope to have on the world.

Medium Term Plan

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive Foundation

Medium Term Plan

The addition of **"Resilient and inclusive Foundation"** in our annual planning process captures how our organizational processes enable us to support the other 5 priorities.

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive Foundation

This year's plan involves three overarching priorities.

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and

inclusive Foundation

Annual Plan: Focus Areas

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive Foundation

Focus Area: Ensure Wikimedians have the systems and tools they need to succeed.

Focus Area: Become more welcoming to diverse contributors with systems encouraging global growth.

Focus Area: Provide technical systems to support equitable, global growth of our content and movement

Focus Area: Create a diverse workforce and inclusive workplace.

Thriving Movement

Ensure Wikimedians have the systems and tools they need to succeed.

By Vanjpadilla, CC BY-SA 4.0

Objective 1: Wikimedians will have collaboratively and equitably built systems of governance to support effective movement management.

How we'll measure:

✓ **Movement strategy governance reform** proceeds with equitable participation, including robust input of both established and at least 30 emerging communities

✓ A **ratified Universal Code of Conduct enforcement protocol** reflects robust input of both established and at least 25 emerging communities

Created by Birckhead Creative
from Noun Project

Objective 2: Our platform and our contributors will be better protected with improved movement management & curation tools (software and practices).

How we'll measure:

✓ Transition to a **better system than the public display of IP addresses**

✓ The **Universal Code of Conduct (UCoC) will be operational,** with collaboratively developed reporting software, policy-alignment support in two interested project communities, and at least one operational pilot for peer support networks

✓ Contributors will be empowered to **protect the reliability of content** across Wikimedia projects

Created by DinosoftLab
from Noun Project

Objective 3: Wikimedians will have equitable access to key resources and information needed to advance movement goals.

How we'll measure:

✓ Movement goals will be advanced through strategic access to **movement strategy grants** by community groups and individuals

✓ Improved **support in communicating with one another** and in receiving **information on-site from the Wikimedia Foundation**

✓ Better **preparation for leadership positions in key community governance roles**, increasing equitable access to such positions and improving their impact

✓ Better **access to data and information** about opportunities to advance the movement strategy and the current status of the Wikimedia movement in relation to those goals

Created by gilbert bages
from Noun Project

Thriving Movement

The Wikimedia world will become more welcoming to diverse contributors with systems encouraging global growth.

Objective 1: New contributors in underserved communities will feel welcomed and successful and continue to contribute over time.

How we'll measure:

✓ Four data-driven, growth-centered **pilots focused on newcomer participation in underserved communities**

✓ **40 new Reading Wikipedia in the Classroom trainers are certified** and **6 community and 1 partner implementation of RW are initiated** with a reach of 7,000 teachers, 2,300 participating in the training program, and at least 600 earning certificates

Created by IconPai
from Noun Project

Objective 2: Contributors in underserved communities will be empowered to grow and drive forward movement goals through grants, information, language and communication support and regionally oriented safety protocols in high risk areas.

How we'll measure:

- ✓ Better **translation support to contributors**, both in translating interfaces and documentation

- ✓ By Q4, three regions of the Movement have the information needed to **effectively engage with the Foundation**

- ✓ Better secure the safety of community members in three regions by building up **networks of volunteers and allied organizations to provide on the ground support**

- ✓ Implement the **new grants strategy** aligned with the strategic direction and local decision making, resulting in content and editor growth in underrepresented communities

**Created by Nubaia Karim Barsha from Noun Project**

Platform Evolution

Provide technical systems to support equitable, global growth of our content and movement.

Objective 1: Our platform and processes are ready and able to invite all of the world's population to join us.

How we'll measure:

✓ Reduce platform complexity by **fully integrating Parsoid into the rendering pipeline** so that by end of fiscal year (a) all talk pages are rendered with Parsoid enabling advanced DiscussionTools features (b) over 95% of Main namespace pages on all non-language-variant wikis have insignificant visual diffs compared to current output (c) Parsoid HTML is used for read views on the main namespace on at least 1 wiki

✓ Improve the **satisfaction and velocity of staff and volunteer developer contributions** to frontend components of Wikimedia projects by 10% through migration to the Vue frontend framework

✓ **Machines are able to recognize Wikimedia content** and suggest relations to other Wikimedia content in at least 2 wikis, enabling experimentation with at least two new strategic features

✓ **Scale our capability to surface and utilize relationships between content** across two different use cases and the current Wikidata Query Service service level continues to support editing of Wikidata
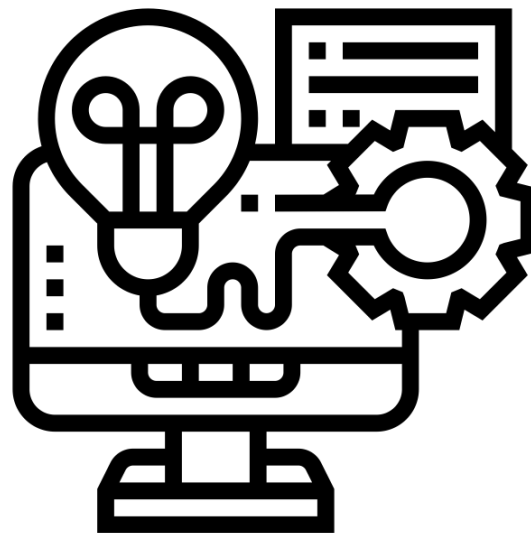
Created by Eucalyp
from Noun Project

Objective 2: People in emerging communities have the same level performance for their contribution workflows as those in established communities.

How we'll measure:

✓ Develop a strategy for increasing performance for contributors globally, specifically **addressing caching and content composition for logged in users**

✓ Complete 3 performance projects which **decrease the time it takes to complete existing contribution workflows within emerging markets**

✓ **Increase the number of product decisions made by using performance data gathered from testing against standard emerging community performance personas**
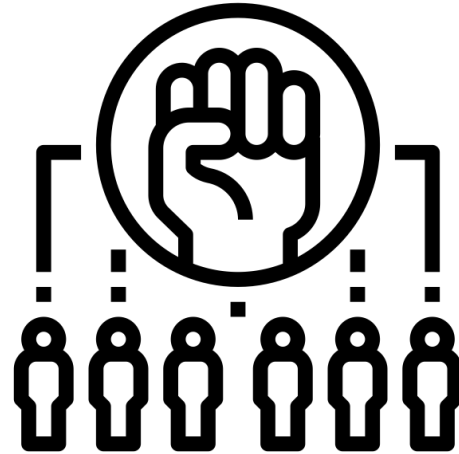
Created by Nithinan Tatah
from Noun Project

WIKIMEDIA
FOUNDATION

Objective 3: Wikimedia application data is easily discoverable and well-prepared to enable data-informed decision making, application development, and research by the community and the Foundation.

How we'll measure:

✓   Establish organizational data management structure by **building a browseable, shareable data dictionary**, and describe 25% of known data elements

✓   Enable **efficient program evaluation and decision support** through three novel use cases

✓   Build machine learning services by **operationalizing a machine learning governance strategy for the Foundation**, and create ways to understand, evaluate, and provide feedback on machine learning models
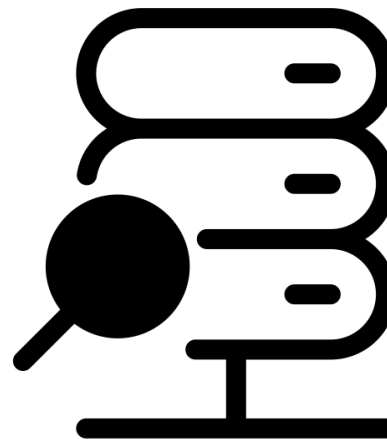
Created by Iconika
from Noun Project

Resilient and inclusive Foundation

Create a diverse workforce and inclusive workplace informed through data for continuous improvement.

Objective 1: Foundation leadership have access to organizational data, insights and dashboards for impactful decision making.

How we'll measure:

✓ Each quarter, 50% of departments work with Global Data & Insights team on theory of change; **develop org-level business metrics**, including Social Return on Investment (SROI) measures by Q2

✓ By end of Jan 2022, design and roll out **data dashboard** that can be used by at least 50% of Foundation departments for annual planning
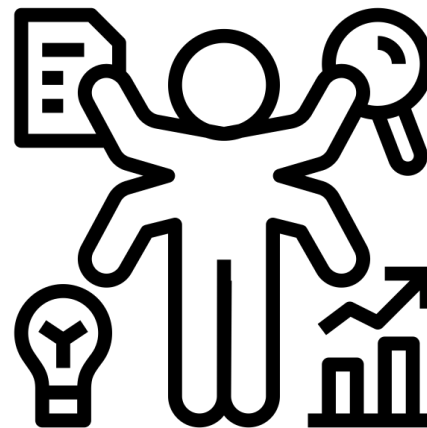
Created by LAFS
from Noun Project

Objective 2: All staff will have access to engaging, accessible learning opportunities that drive the needed skills and capabilities for our mission.

How we'll measure:

✓ Engaging, accessible final **core skills program** available for all staff

✓ Easy to use **toolkits for customisable trainings, career paths, and development planning**

✓ Engaging, accessible **learning cohort model** deployed for Manager, Director & senior Individual Contributor levels

Created by Massupa Kaewgahya from Noun Project

Objective 3: Foster a diverse, inclusive environment for staff which encourages and supports optimal engagement.

How we'll measure:

✓ Reactivate **3 Employee Resource Groups**

✓ Create **Diversity, Equity, & Inclusion (DEI) 3 year refresh strategy** by Q3 that incorporates both the workforce and programmatic areas of opportunity

✓ **Racial equity trainings** for all people managers and at least 2 Diversity Equity Inclusion workshops for staff

✓ By Q2, **internal communications convey the information needed**— inclusively—to promote psychological safety, increase sense of belonging, and improve teamwork
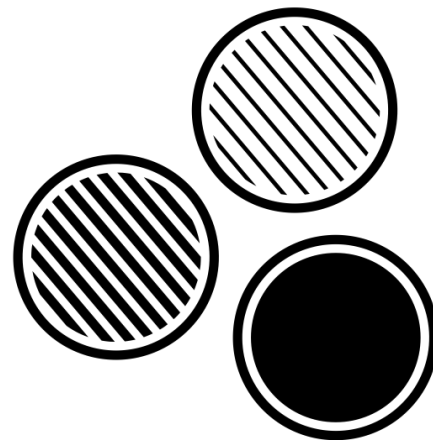
Created by Stephen Plaster
from Noun Project

Other Initiatives

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive

Foundation

Increase site utility amongst readers.

Maintain utility for our existing editors.

Ensure our content has a positive, meaningful **impact on people's lives**.

2021-2022 Annual Plan
Toby Negrin
Chief Product Officer
WIKIMEDIA
FOUNDATION

Chief Product Officer Toby Negrin explains more.

Other Initiatives

Worldwide readership

Thriving movement

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive

Foundation

Strengthen the **worldwide narrative of Wikipedia** and increase brand awareness of our projects and our social good mission in new markets **so people join our movement.**

2021-2022 Annual Plan
Heather Walls
Chief Creative Officer
WIKIMEDIA
FOUNDATION

Chief Creative Officer Heather Walls explains more.

Other Initiatives

Worldwide readership

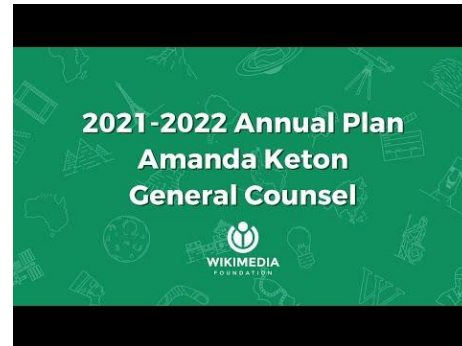**Thriving movement**

Platform evolution

Brand awareness

Global advocacy

+ Resilient and inclusive

Foundation

Expand access to knowledge and **champion fundamental rights online** by influencing policymakers and inspiring the public to advocate for our agenda.

2021-2022 Annual Plan
Amanda Keton
General Counsel
WIKIMEDIA
FOUNDATION

General Counsel Amanda Keton explains more.

Other Work

Other work

Area	Objective
Community Programs	Domain-specific communities of practice across the movement (EduWiki, GLAM-Wiki, content campaign organizers) experience more consistent, globally accessible support to share the impact of their programs, exchange knowledge, and spark collaboration.
Fundraising	Raise $147.8M for the Foundation to ensure the Wikimedia movement has the resources it needs to thrive.
Endowment	Raise $10M to the Endowment to ensure Wikimedia's long term financial stability.
Partnerships	Grow WMF's relationships with external entities in support of the annual plan in order to develop WMF's role as the infrastructure of free knowledge.

2021-2022 Annual Plan
Lisa Seitz Gruwell
Chief Advancement Officer
WIKIMEDIA FOUNDATION

Chief Advancement Officer Lisa Gruwell explains more.

Other work

Area	Objective
Technical Community Building	Our technical community is thriving and has a clear, consistent means to discover, build, and deploy applications that support community workflows, invent new forms of content creation and consumption, and leverage Wikimedia's APIs and data beyond the core wiki experience.
Culture, Equity and Team Practices: Modern and Inclusive Practices	Modern software practices and inclusive communication practices will remove or significantly reduce barriers to entry and collaboration, and streamline deployments for all technical contributors in the wiki ecosystem, enabling a faster path to innovation.
Platform Excellence: Resilience	Our services, infrastructure and data are resilient to and/or quick to recover from unexpected malicious or nonmalicious events.

2021-2022 Annual Plan
Grant Ingersoll
Chief Technology Officer

WIKIMEDIA
FOUNDATION

Chief Technology Officer Grant Ingersoll explains more.

Other work

Area	Objective
Data Destruction	Data Destruction policy is operationalized and executed
Planning	Build plans and strategies that move the Foundation toward our Strategic Direction.
Business Operations Improvement	Improve the efficiency and efficacy of our business and operational workflows to maximize the return on investment, mitigate risks, and reflect our organizational values.
Working Environments	Our working environments are productive, inclusive and sustainable.
Executive Leadership	Create a high-performing Office of the Executive Director, that drives engagement, velocity, and growth, including an efficient and effective C-Team and an engaged and performant Board of Trustees.

2021-2022 Annual Plan
Jaime Villagomez
Chief Financial Officer

WIKIMEDIA
FOUNDATION

Chief Financial Officer Jaime Villagomez explains more.

Other work

Area	Objective
Governance, Risk Management, and Compliance	The Foundation and movement are organized to do the work we need to do.
Risk Management Program	Deliver effective organizational risk oversight and management program to recognize and respond to threats and opportunities.
Financial Management, and Compliance	Manage our financial resources to enable the Foundation to achieve our programmatic objectives in compliance with all regulatory filing requirements to satisfy our tax exempt charitable status.
Support Services 2.0	Support services across the organization are aligned, equitable and creatively scaled and developed to meet the dynamic and growing support needs of our nonprofit organization.
Internal Enterprise System Improvement	The Foundation's Enterprise Systems are managed and enhanced in order to support a globally distributed workforce.

Other work

Area	Objective
All-Hands and staff convenings	Assemble staff together to celebrate successes, collaborate on work deliverables, and have fun.
Recruiting	Attract a diverse candidate pool with inclusive practices to represent all of the regions that we aim to serve.
Talent & Culture Partnerships & Support	Enhance the Talent and Culture team's capabilities, efficiencies and service excellence in order to establish the department as a trusted partner and reliable support to leaders and to staff.
Employee Experience	All managers will be empowered with a suite of clear and optimized talent processes that enhance effectiveness of individual and organizational performance.

2021-2022 Annual Plan
Robyn Arville
Chief Talent and Culture Officer
WIKIMEDIA
FOUNDATION

Chief Talent & Culture Officer Robyn Arville explains more.

Budget Overview

Highlighted budget growth areas

Factoring in regular grants that are returning in this budget cycle, the full cost of staff hired mid-year, the return to limited travel and other costs create existing investments of approximately $125M.
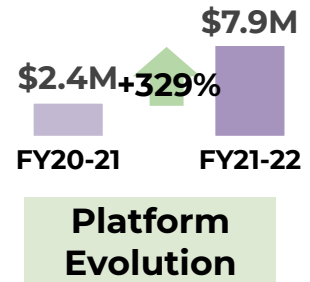
In terms of new investments, the largest part is the increase for Thriving Movement.
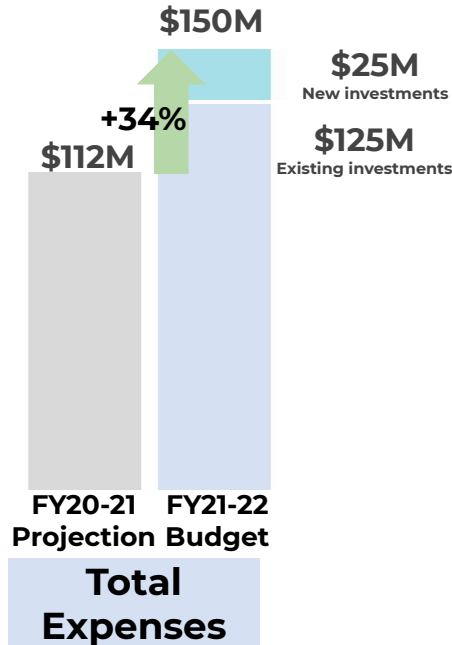
The growth in Thriving Movement expenses reflects a large increase in grants to the movement along with additional investments in our Thriving Movement focus areas. It also reflects existing internal resources being redirected toward Thriving Movement objectives.
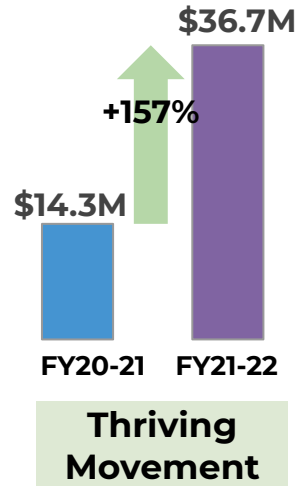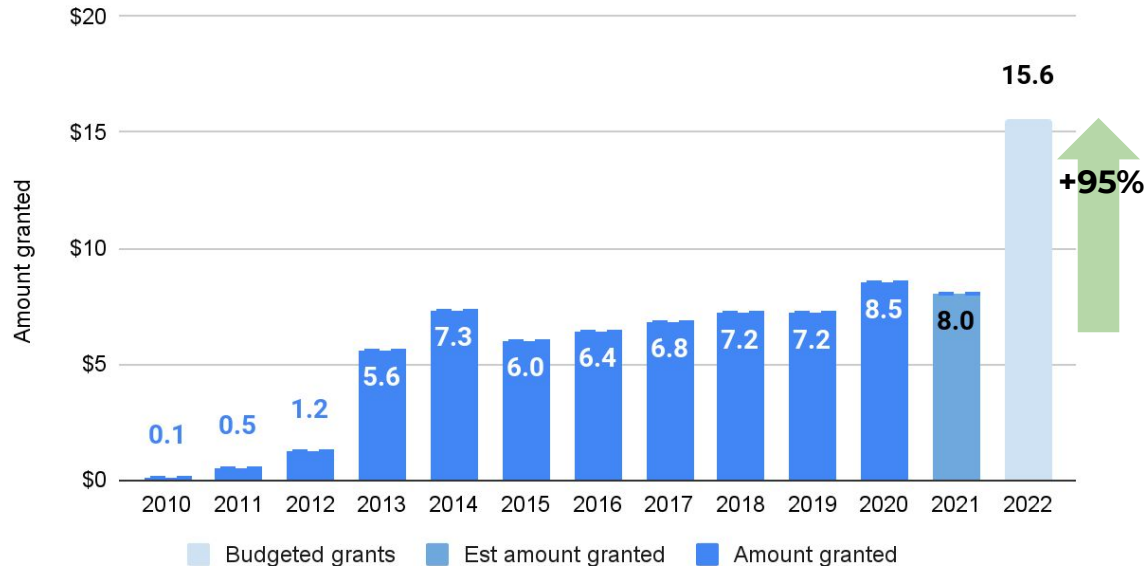
The growth in Platform Evolution is to provide technical systems to support equitable, global growth such as through the addition of a caching center that serves Africa and the Middle East, as well as investing in the technical future of our projects.

$150M

$25M
New investments

+34%

$125M
Existing investments

$112M

FY20-21
Projection

FY21-22
Budget

Total Expenses

$36.7M

+157%

$14.3M

FY20-21   FY21-22

Thriving Movement

$7.9M

$2.4M +329%

FY20-21   FY21-22

Platform Evolution

Growth in Grants Budget

Amount granted over time (in $Millions)

The Grantmaking budget will increase +95% in FY21-22, which is a faster growth than the overall Foundation's budget of +34%

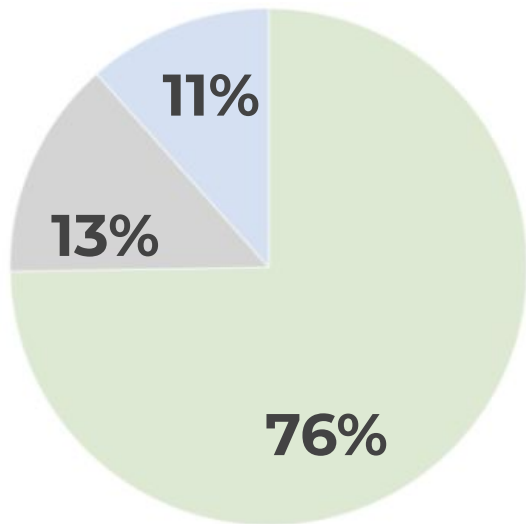Grant increases in FY21-22 include:

- Funding the new grants strategy
- Providing budget increases for all regions with the largest increases in Africa, Asia, Latin America and the Middle East
- Funding for implementing Movement Strategy

Note: Grants in FY20-21 were budgeted at a higher amount than was spent. COVID impacted grantee programs and movement events and some grantees requested small grants than previous years and/or underspent their grants as a result.

More information on grants

Notes: All amounts are based on when grants were awarded to grantees and this does not always match the timing of expenses under US GAAP, which is used in other charts and tables of our budget. For example, the amounts awarded FY20-21 (2021 in chart) were partially recorded as expenses in 2020 but awarded to our grantees in 2021, so listed here in 2021. Additionally, 2021 amounts are preliminary estimates

Programmatic ratio
Prioritize investments in programmatic growth

FY21-22 Budget

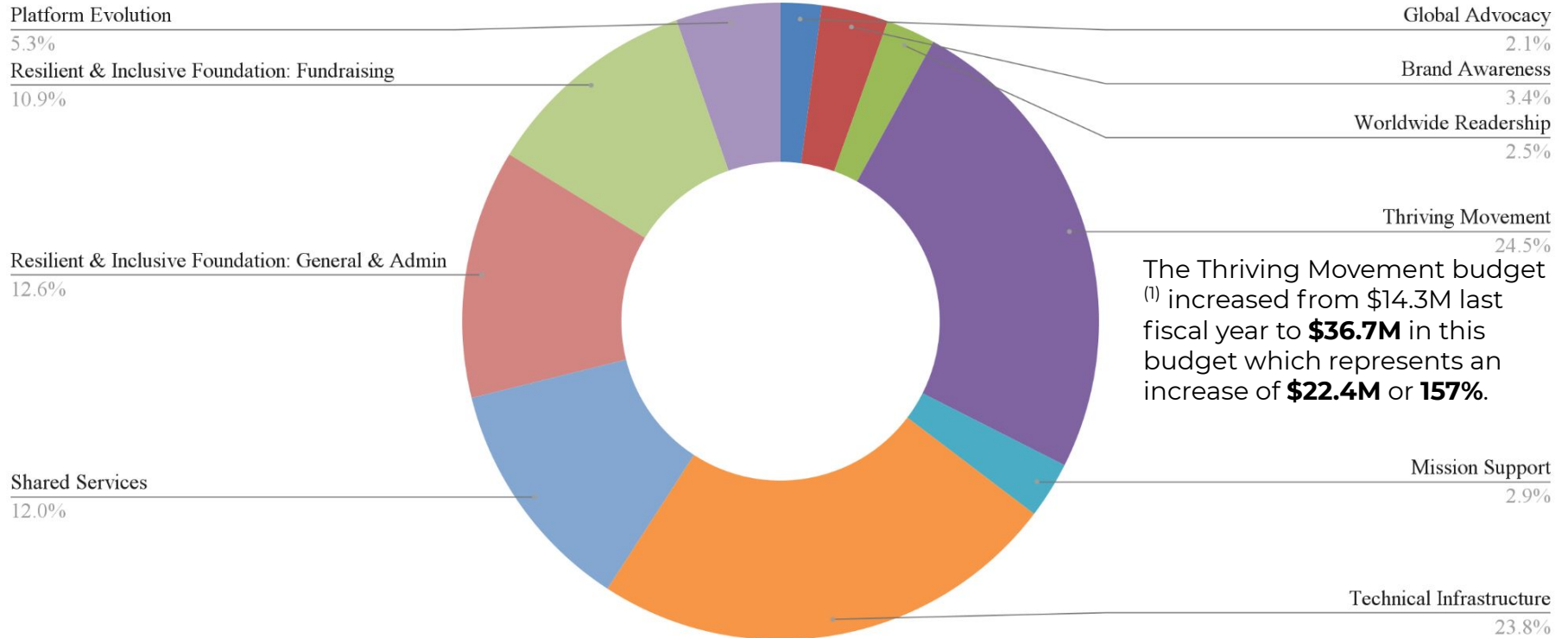Programmatic   General & Administrative   Fundraising

The programmatic budget category includes all of our work under the Medium Term Plan:
- Worldwide Readership,
- Thriving movement,
- Platform evolution,
- Brand awareness, and
- Global Advocacy.

Plus our other work in:
- Mission Support
- Technical Infrastructure
- Shared Services

Breakdown: Programmatic

Platform Evolution
5.3%

Resilient & Inclusive Foundation: Fundraising
10.9%

Resilient & Inclusive Foundation: General & Admin
12.6%

Shared Services
12.0%

Global Advocacy
2.1%

Brand Awareness
3.4%

Worldwide Readership
2.5%

Thriving Movement
24.5%

The Thriving Movement budget [1] increased from $14.3M last fiscal year to **$36.7M** in this budget which represents an increase of **$22.4M** or **157%**.
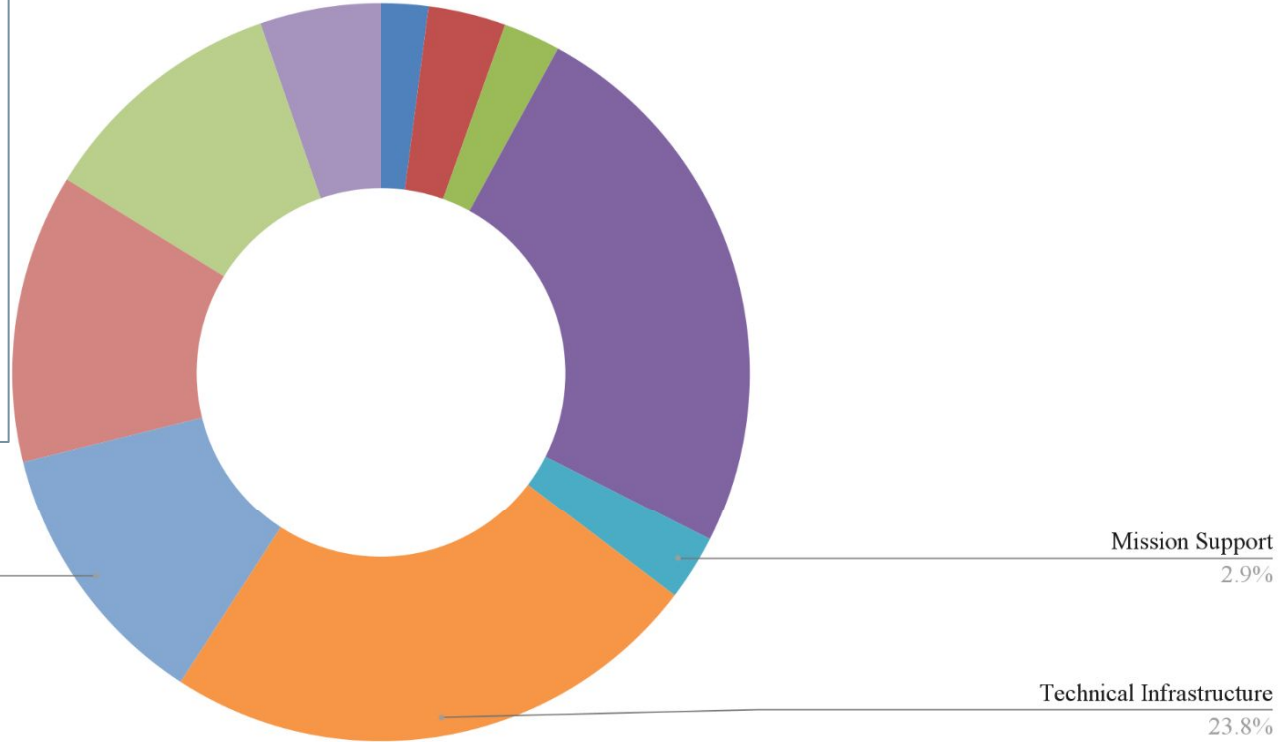
Mission Support
2.9%

Technical Infrastructure
23.8%

[1] Thriving Movement has grown from being 13.2% of the Foundation's overall budget to 24.5%.

Breakdown: Programmatic

Technical Infrastructure includes all the engineering and technology needed to build and maintain our projects, platform, and internal infrastructure that is outside of our Medium-term Plan priorities like Worldwide Readership and Thriving Movement.

Shared Services include the functions that enable our other work, like Research, Communications, Operations, and Governance.

Mission Support includes the work we do in grants, partnership development, legal support, and community outreach outside of the MTP Priorities

Shared Services
12.0%

Mission Support
2.9%

Technical Infrastructure
23.8%

Where can I ask questions?

Glad you asked! ;)

This year, we're offering annual plan conversations with the Wikimedia Foundation senior leadership team so you can ask questions. Find out more on our Meta page.

Questions can also be asked on the annual plan talk page. Foundation staff will actively monitor this space until July 31.