STRATEGIC PLAN
2015-2016

WIKIMEDIA
ITALIA

SUMMARY

OBJECTIVES AND WORKING METHOD

2015 is a year of change for Wikimedia Italia, also in view of the challenges it will have to face in the near future, starting from the Funds Dissemination Committee, in which we participate for the first time, up to Wikimania 2016 to be held at Esino Lario with the active engagement of the Association. This year we celebrate its tenth anniversary: beyond the satisfaction for the achievement, it is time to start thinking about the Association and its overall structure. We must be able to highlight not only our strengths but also our weaknesses and assess, besides, whether and how our brand has managed to establish itself and whether the communication tools that we used have proved effective. In short, we must close an initial assessment of our activity in order to start planning our future GANTT with more breadth.

A crucial step to achieve this path in the most shared manner possible was the creation of a questionnaire that was addressed to members and former members, to donors and former donors, to people registered in the Wiki Loves Monuments mailing list and to Wikipedians. The answers that emerged from the questionnaires are an important opportunity for the Association to approach people who, in different ways and with different roles, enliven the structure and develop its activities: the survey has been, therefore, a crucial opportunity for knowledge of what exists, of the assets Wikimedia Italia already has in terms of collaborators, volunteers, members and donors that have led this Association to be what it is today.

This activity was therefore useful to make the future actions of Wikimedia Italia comply more and more with the expectations of members, supporters and people who either develop the projects of the Association or participate in it. However, in addition to the need to build a mode of dialogue to be achieved in time, operational guidelines, included in the strategic plan, emerged immediately, such as the need to better communicate what Wikimedia Italia is or does, so as to draw people, who are now external, closer to the Association, and to account for our work in a transparent way to those who already enliven and support Wikimedia Italia.

We started from a SWOT analysis of Wikimedia Italia's activities, namely from the major projects in which it is involved. These were examined individually both by the Board and also by the key people already active on them. For each project strengths and weaknesses, opportunities and threats were analysed and then strategic objectives were defined and declined in concrete, targeted actions.

The SWOT analysis is a tool for strategic planning used to evaluate the strengths, the weaknesses, the opportunities and threats of a project or context.

To make the strategic goals achievable and adjusted to the desired impact, it was necessary to ensure their measurability through the construction of *performance indicators (Key Performance Indicators or kpi),* able to set parameters for both output and outcome, according to the criteria provided by Wikimedia Foundation (from now one WMF, in this document) for the Funds Dissemination Committee. Moreover, a work schedule had also to be built for the realization of the same strategic objectives, through the Gantt diagrams, which mark monthly the interventions to be implemented by Wikimedia Italia in the next two years, 2015-2016

That plan, with its data, was finally translated into a cash flow realized with conservative estimates, as realistic as possible, of the revenue and expenditure assessed. Also in this case the work was carried on paying attention

to the next proposal by the Funds Dissemination Committee, the year of funding of which goes from 1 June to 30 June 2016: to do this it was necessary to develop a parallel accounting compared to the fiscal year, which runs from January 1 to December 31. The overall reorganization of internal accounting was an important step to come to a greater efficiency in the conduct of social activities: the work of preparation of the strategic plan was connected to the creation of a detailed balance sheet, of a detailed accounting and management control for projects.

The construction of the demand for the Funds Dissemination Committee constituted a major effort during the last months and holds a central role in planning and carrying out the strategic plan.

Despite this centrality, Wikimedia Italia is going to move towards a diversification of funding, increasing participation in tenders – area where the Association intends to become even more effective, also through the development of internal expertise in fund raising - and creating new strategic networks with institutional stakeholders.

The 2015-2016 strategic plan is not moving towards a proposal of unrealistic targets and oversized actions, but, rather, in accordance with Wikimedia Italia's will, towards measured interventions, which start from the consolidation of the lines so far developed in order to proceed to growth with new effectiveness.

Output is the direct, measurable product of an activity or project. The outcome is the result which one expects to achieve through an activity or project.

1. THE STRUCTURE AND THE SEAT

1.1 The staff

Structure and composition since 2013 to present

The oversight and accountability in the activities and projects of (from now on WMI, in this document) depend on the Directors.

Starting from January 2013 WMI can rely on a resource for secretarial activities. Since September of the same year the staff has consisted in 1, 5 FTE (one full-time and one part-time person). Until November 2014 these two people have been in charge of secretarial activities, assistance to members, support to donors and communication. They have also contributed to the realization of the latest editions of Wiki Loves Monuments (from now one WLM, in this document) Italia.

In November 2014 the role of Executive Director (ED) was established and WMI's staff rose to 2, 5 FTE. Since November 2014 the activities of the staff have been directed to the drafting of the strategic plan and to corporate reorganization.

Since February 2015 and until the half of March, WMI has made use of the collaboration of three trainees. Two, from secondary schools, who dealt with the statistical analysis on the progress of the donation campaign of December 2014 and a university student whose commitment was directed both to the administrative activity of the office, and, (under the supervision of both a Wikipedia and a university tutor), to the writing and widening of Wikipedia's pages in Italian, relating to the issues covered in her final degree.

Moreover, an extracurricular internship paid has been activated since March 2015: its commitment has been geared to the organization of the 2015 edition of the WLM photo contest. To enable this internship Regione Lombardia will recognize a contribution of 200 euros per month for the duration of the internship. By the month of july, for a limited period of time, a new figure will be hired to organize an OSM events.

Thus, WMIT's staff now consists of 2,5 FTE plus 1 intern plus 1 contractor.

Strategic guidelines for 2015-2016

From April 2015 a re-organization of the staff will take place in order to provide a specialization of areas of expertise in the functions of:

1) *Administration-Management Control*;

2) *Fundraising*;

3) *Communication/External Relations*;

4) *Projects (Wikipedia, Wiki Loves Monuments, OSM, ect.)*.

Supervision rests with the ED, who refers to the Directors. The introduction of these functions within the structure stems from an analysis of the Association needs and of the potential of the current resources. It also responds to the need felt as strategic to internalize the skills as much as possible so that they become an asset for the Association in the long run.

By the end of July 2016, we plan to recruit new staff for specific projects/activities. In particular, we have already provided for:

- a figure of support for OSM events with a collaboration agreement, hopefully recruited within the OSM community, in order to create relationships and secure events;
- free internships and apprenticeships with universities to have a continuous coverage of trainees, which will be appointed among students in those subjects less covered by the Italian encyclopedia, following a deal of collaboration to be made with the Universities of at least two main cities (Milan and Bergamo). The purpose of these internships will be to enrich and improve the quality of the Italian Wikipedia in its most weak areas (for example, Philosophy, Sociology, Political Science, Foreign Language and Literature, International Relations, etc.): the students will give support to the activities of the Association and contribute with their final thesis to modify and create articles of the encyclopedia at the same time. We also intend to appoint a student coming from Master courses in Fundraising (this particular internship will be paid).

Finally, we have planned to hire a lobbyist who will work on a problem that affects the realization of WLM in Italy. The lobbyist will make advocacy towards Italian politicians and the Italian governing bodies and raise awareness in the public opinion in relation to the Italian Law "Codice dei beni culturali e del paesaggio" (D.L. N°133/2014, converted into L. n°164/2014). As we point out across the strategic plan, in Italy, without an authorization, you are not allowed to take photos of cultural heritage (monuments but also museum collections, archives, books in public domain) for commercial purpose. The above cited law only allows photos for personal use, the owner manages the rights and the national sites are managed by a branch of the Public Administration (the Soprintendenza).This fact turns into a bottleneck for Wiki Loves Monuments. As a result of these limitations, the first edition of the contest in Italy was in 2012, one year later than other European countries and WMIT to make the contest possible in Italy every year asks each single municipality and institution, owner of monuments, to give it an authorization to take pictures.

Thus, by the end of July 2016 the staff is going to increase at 3,5 FTE plus 2 contractors and 2 trainee.

The increase in resources is relatively modest compared to the desired functional specialization of the staff. This choice has been suggested in the light of three considerations:

• the need to avoid an excessive imbalance in the budget;
• the need to have a period of adjustment and observation of the real needs of personnel following the changes planned;

- the need to enable growth and professional training of the staff currently employed. However, the possibility of further recruitment will be evaluated during 2016, within the limits of the planned budget and in relation to the actual needs.
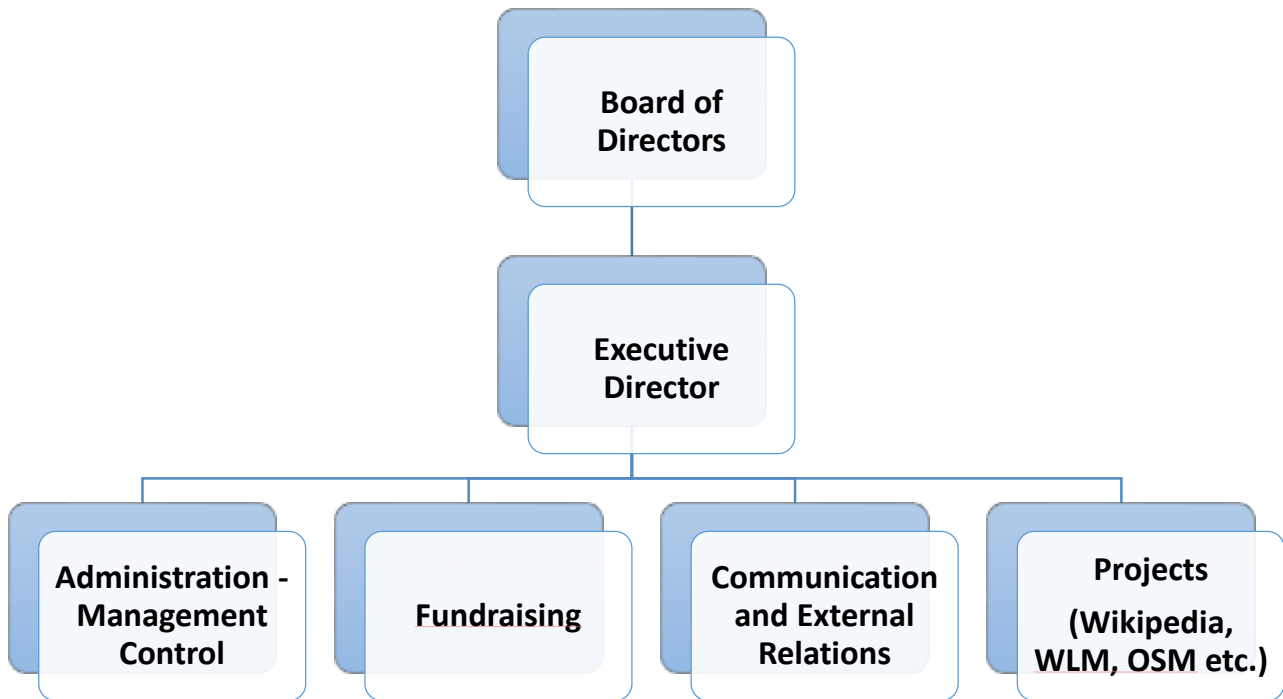
Figure 1 - The structure of the Association since April 2015

1.2. The volunteers

The organization of volunteers today

The volunteers' activities are usually managed independently by the volunteers themselves who organize individually or in groups, referring to the Project Manager within the Board (at present Ginevra Sanvitale). The GLAM project is an exception since a figure of coordination was established in the person of Virginia Gentilini. Volunteers carrying out activities related to GLAM projects refer to her.

Strategic guidelines for 2015-2016

The need has emerged to make volunteers' involvement more systemic, by organizing their activities on a geographical basis through the introduction of a national coordinator for the main programs (along the lines of libraries and museums which already have a national coordinator), for projects with schools, for OSM and WLM. Furthermore, there is a need for leaders at regional level, to be identified within the regions where WMI is most active with its projects.

It is an organization to which we will tend in the medium to long term. In the short term, given the relatively small number of active volunteers, it is more likely that within the same region only one manager for more

projects will be identified. The managers so identified, as well as the national coordinator for the GLAM projects, Virginia Gentilini, will refer to the Directors, in the person of Ginevra Sanvitale, current Project Manager, as delegated by the Directors.

From an analysis of WMI's structure and of the needs expressed by the volunteers active on projects, we believe that this structure can help create a greater sense of cohesion and belonging, eliminating overlapping and making volunteers aware of their responsibilities as regards their missions within the Association.
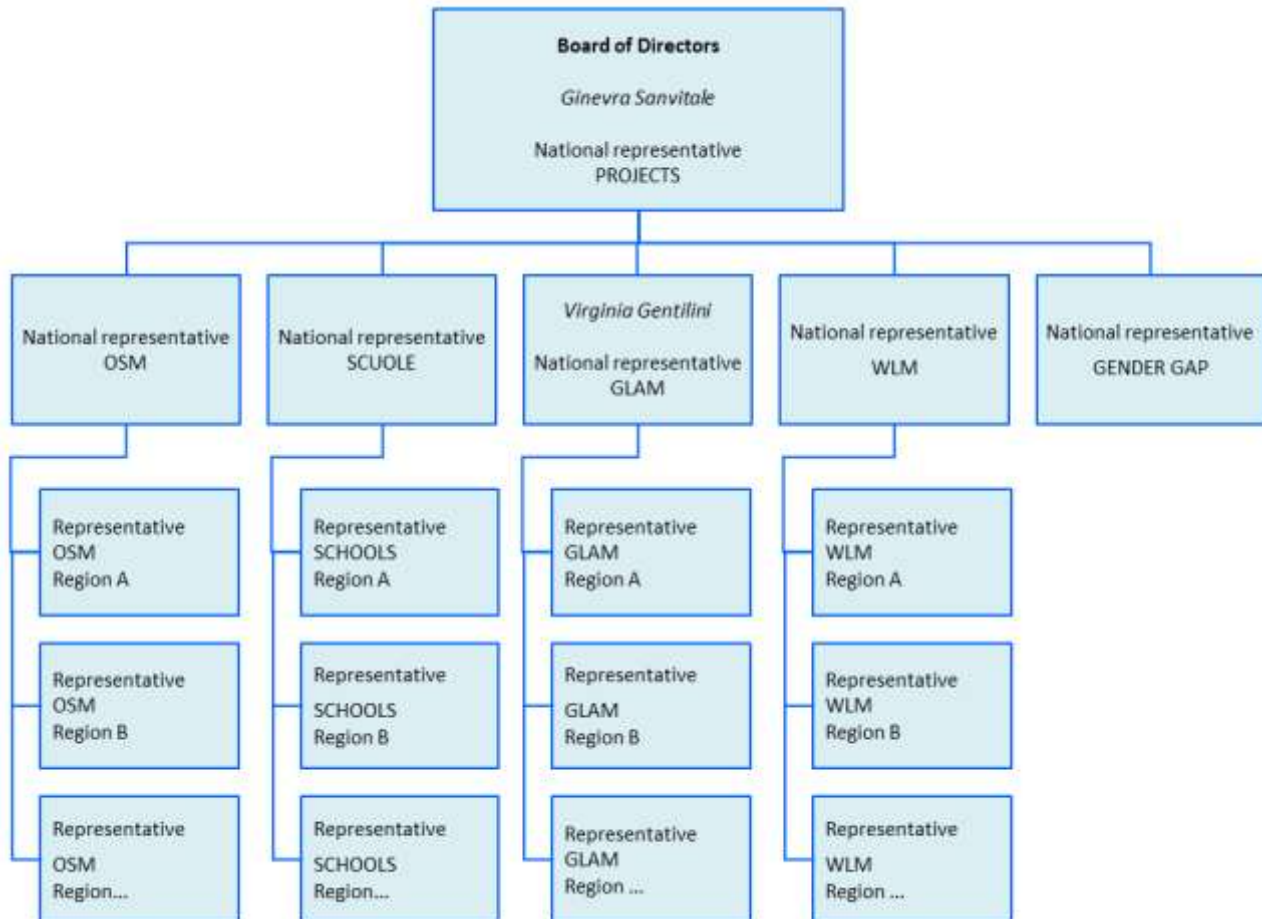
Figure 2 – The structure planned for the area of the Association projects

1.3. The headquarters

The current headquarters of the Association are at Monza. This location presents disadvantages for our brand identity and the active participation of members, located throughout Italy (and with an important presence in Milan), as well as for the Association activities: the location at Monza induces those who do not know us to think of us not so much as the official Italian Chapter of WMF, but rather as a localistic initiative.

The present seat of WMI occupies about 70 square meters on two rooms. In order to achieve our goals of short to medium term, we need to find a new office in Milan, which should be preferably on a free loan and larger than the current one, if possible.

The research for the Milan headquarters is in progress and positive relations with the City of Milan and other institutions have been activated in the past months.

While waiting to find a seat in Milan, WMI has obtained the availability of a free location, still at Monza, from next April and for the duration of a year. If in a year WMI has not found an alternative seat, the free loan will change into a leasing.

2. ANALYSIS OF THE RELATIONS WITH MEMBERS

Wikimedia is an APS (Association for Social Promotion), to which anyone who has reached the age of majority can subscribe by paying the annual membership fee. The annual fee is set at 25 euros, and remained unchanged since 2005 (the year of the foundation) until November 2014, when reduced fees of 15 euros for younger members (less than 30 years of age) and teachers, and a "discount for couples" (40 euros instead of 50), in case the two members live together, were introduced.

By Regulation all entries after October 1 of each year are considered valid until the end of the following year.

To carry out this research we have relied on CiviCRM: the database used by WMI to record information on partners. Given the method of completion of the fields adopted over the years and the setting of the program itself, some limitations were found while extrapolating data. In particular:

- As regards the period from 2005 to 2013 it was not possible to analyse age, gender and origin of the entire group of members of each year, but only of the new members. The precise photograph of all the members is available only for the year 2014;
- The data concerning the number of members who left the Association every year were removed since it was not possible to extract them from the database.

2.1. A photograph of current members

Members of 2014

WMI's members amounted to 394 at the end of November 2014.

It is only right to point out that we do not have the data of the entire group of members, as some people omitted personal data when registering. However, the missing data concern a small part of the members and do not affect the search results. In particular, we have chosen to analyse three elements:

- Geographic origin;
- Age;
- Gender.

Geographic origin

With regard to the geographic distribution of members, some regions present a greater concentration of registered members: the most significant presence is recorded in Lombardy (98 people). Afterwards, we notice a good representation of registered members in other four regions: Lazio (51 members), Tuscany (36 members), Emilia Romagna (33 members) and Veneto (31 members). Five regions record between 11 and 20 members, the remaining ten regions have fewer than 10 members ().
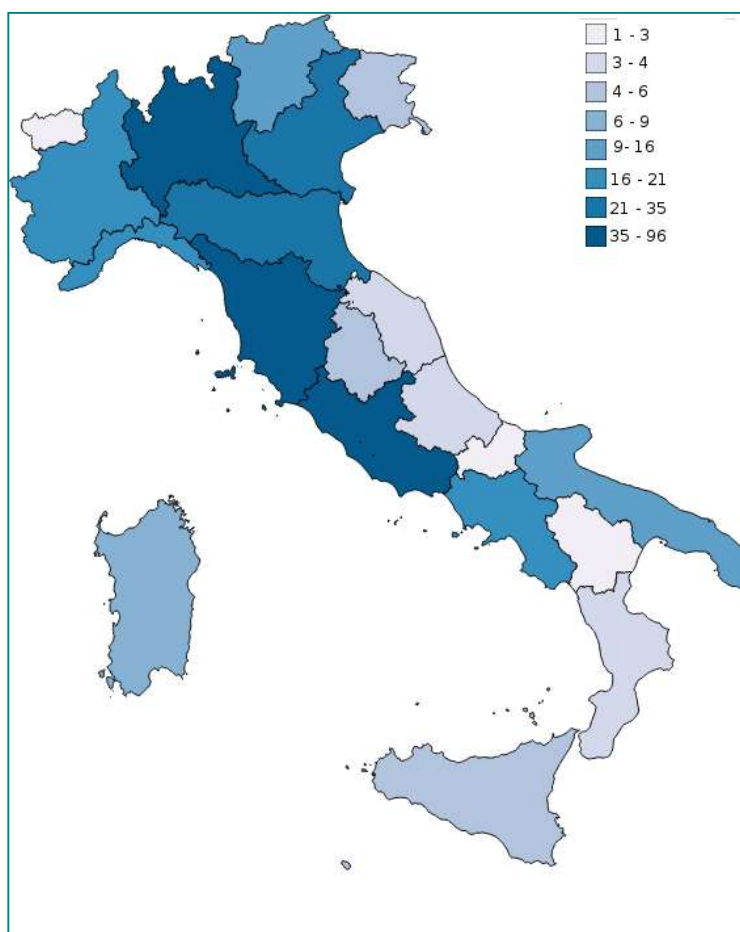
Figure 3 - Geographic distribution of the members

Below, the distribution of members per region, from which we deduce that the regions with the largest number of members are also the most densely populated (Table 1).

Region	Number of members	Members per million inhabitants
Lombardia	98	10.0
Lazio	51	9.2
Toscana	37	10.0
Emilia Romagna	34	7.8
Veneto	32	6.6
Piedmont	18	4.1

Liguria	17	10.9
Campania	17	2.9
Trentino Alto Adige	16	15.4
Puglia	11	2.7
Sardegna	7	4.3
Umbria	6	6.8
Sicily	6	1.2
Friuli Venezia Giulia	5	4.1
Marche	4	2.6
Abruzzo	4	3.0
Calabria	3	1.5
Basilicata	2	3.5
Molise	1	3.2
Valle d'Aosta	1	7.8

Table 1 – Number of members per million inhabitants

The geographic distribution of the events of 2014, in which WMI's representatives participated, mostly mirrors the geographic distribution of members: 11 events occurred in Lombardy (of which 6 in Milan), 7 events in Tuscany, 5 events in Emilia Romagna, 5 events in Trentino Alto Adige and 3 events in Lazio (all of them in Rome). Also the two annual meetings of WMI were held in places where the presence of members is higher: Florence (April 5, 2014) and Milan (November 29, 2014).

Other single events of 2014 are distributed sparsely in other regions of Italy, other than those listed, with prevalence for the regions of the North (Genoa, Padova, Turin, Mestre, Asti, Trieste) and some sporadic presence in the regions of South-Centre (Pompei, Matera, L'Aquila, Perugia). Some events are sometimes connected to specific projects: the OpenStreetMap (from now on OSM, in this document) national meeting was held at Matera while WLM' events took place at Pompei and Genoa.

We can see that in the areas where more members and volunteers live, WMI is more present and proactive also as regards events. In doing so, the Association further consolidates its presence in some areas, at the expense of other regions where it remains little known. Comparing with what happens on Wiki projects, the imbalance

in the distribution of activities seems similar: for example, almost 30% of the Wikipedia meetings organized since 2004 to date have been held in Milan (the second city, Rome, is at about 10%.

Age

In order to analyse the composition of WMI's members from the point of view of age, we decided to plan the research on five main bands outlined starting from the date of birth of the registered member.
It should be noted that the database contains information about the birth date of 360 members, on the total of 394 of the entire group of members in 2014 (Figure 4).
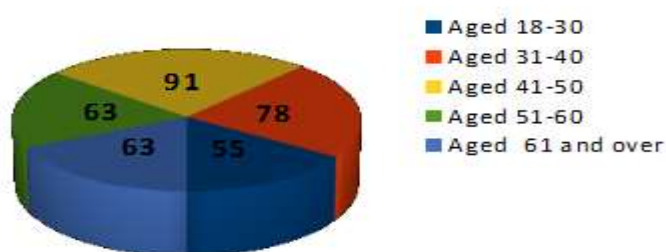
Figure 4 - Composition of members by age range (2014)

From these numbers we can see that almost half of the members of the Association are included in the age group ranging from 30 to 50 years of age. The age group less represented is that of young people up to 29 years of age.

Gender

The data connected to the gender of the current members of the Association show a state of imbalance between the female and male component (which is clearly predominant), in line with what is observed globally in Wikimedia.
Indeed, as many as 330 members are men, while women are only 60. Therefore, male members, at present, represent over 80 % of the total number of members (Figure 5).
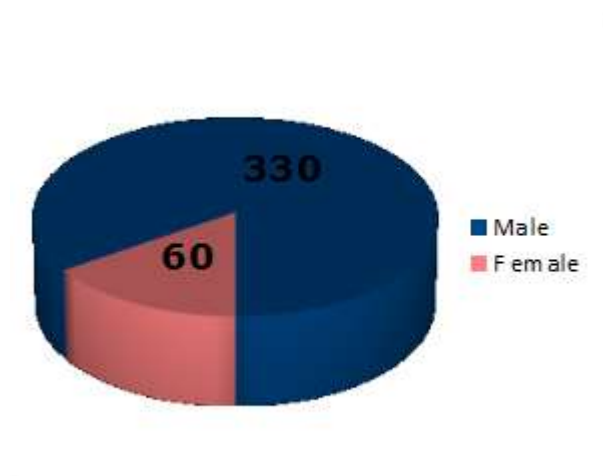
Figure 5 – Gender of members (2014)

2.2. Members from 2005 to 2014: dynamics of change

After analysing the members' characteristics, we examined the features of former members (who, in most cases, had not renewed their subscription card). We have considered the information about geographic origin, age and gender starting from the year of the foundation, 2005, until today, in order to understand how the members' composition has developed over the years.

As mentioned in the introduction, the CiviCRM database allows us to extrapolate data connected to geographic origin, age and gender only about members of new registration of each year; at present, it is not easy to extrapolate the same data also for members registered in previous years.

For each member the CRM only keeps track of the date of the first registration and the last renewal done.

Therefore, we could not query the database on which *exactly* the Association components were in a given year. This made (and makes) it impossible to go back to a personal profiling of all the members, but only of the newly registered ones.

Even with these limitations, we can see the distribution of the new members for each year, in connection with geographic origin, age and gender.

Geographic origin

On the whole, the analysis of the members' geographic origin shows some stability in the flows per region over the years, even if with specific dynamics to be evaluated from time to time.

In order to facilitate the reading of the data, we have combined the regions in four macro areas (Figure 6):

- Liguria, Lombardy, Piedmont, Valle d'Aosta;
- Emilia-Romagna, Friuli-Venezia Giulia, Trentino-Alto Adige, Veneto;
- Lazio, Marche, Sardegna, Tuscany, Umbria;
- Abruzzo, Basilicata, Calabria, Molise, Puglia, Sicily

It should be noted how some regional peaks are recorded in correspondence with certain years, in particular 2010 – a turning year for the members' flow, as we will see. It is the case, for example, of Lombardy, which, despite having already a good presence in the area, records more than 60 new members, assuming from that year a position of leader in the recruitment.. The year 2010 marks a peak also for other regions, like Puglia, with much more limited numbers up to that time. In the analysis of changes we have to keep in mind the relevance of single members' action on the territory.
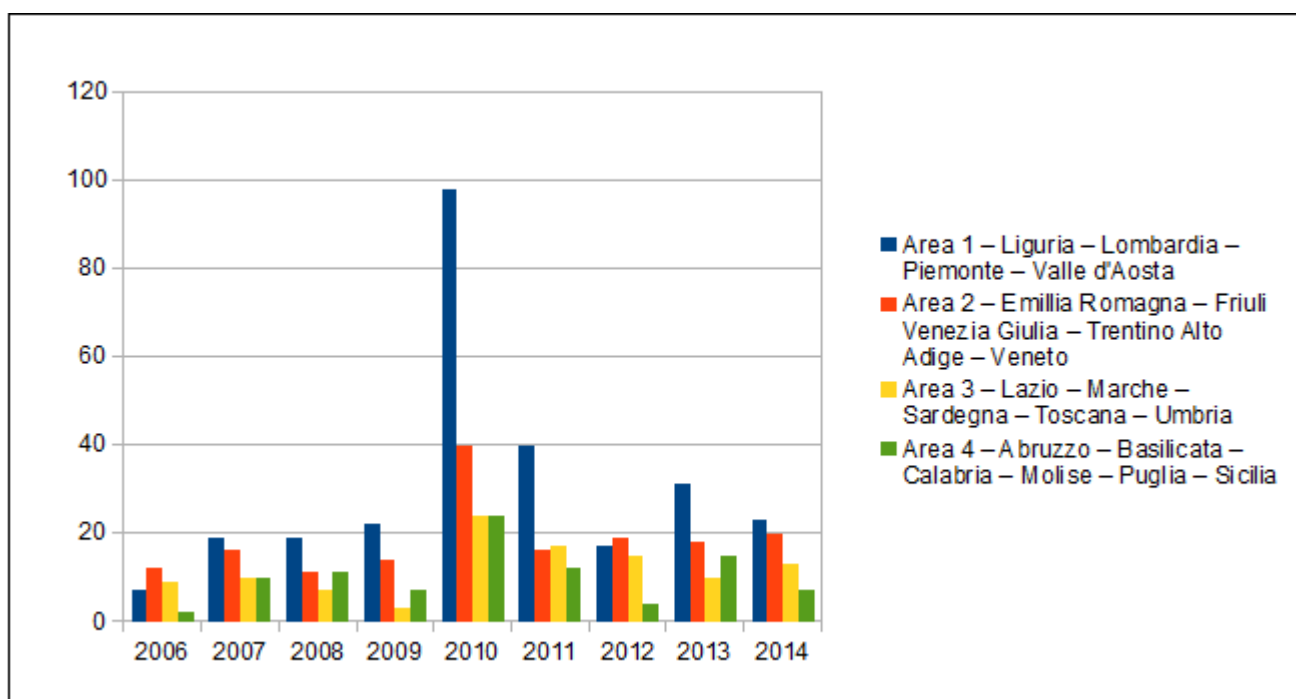
Figure 6 – Geographic origin: the four macro areas

Age

For the analysis of the age of the new members who joined from 2005 to 2014, we have taken into consideration the same age ranges used for the analysis of the whole year 2014: 18-30 years of age, 31-40 years of age, 41-50

years   of   age,   51-60   years   of   age,   over   61   years   of   age.
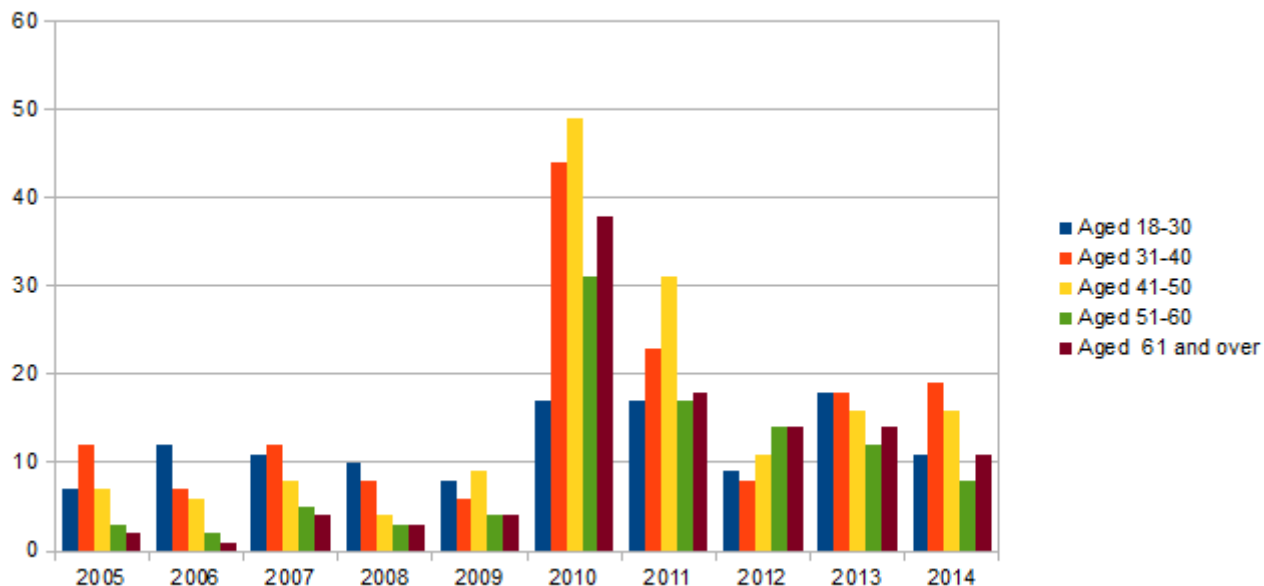
Figure 7 – Age of new members from 2005 to 2014

We can see how, over the years, the two age ranges between 30 and 40 and between 41 and 50 years of age are, on average, prevailing. However, we also notice that in particular years there have been peaks of the other two ranges: in 2006 and in 2008 young members from 18 to 30 years of age are more numerous, while in 2012 members over 50 prevail. Finally, the year 2013 turns out to be the year when the distribution of new members by age is the most homogeneous, with all the ranges included within 10 and 20 members (Figure 7).

Gender

The trend in gender relations between the new members of WMI from 2005 to 2013 confirms the data referring to members of 2014.

Although in percentage from 2011 onwards the female component has grown in comparison to the male one, there is still a substantial imbalance to the detriment of the former.

In particular, a datum stands out: in 2010, the year of the greatest acquisition of new members (221 in total), the ratio between female and male members is lower (11.73%), compared to the average ratio between the two groups in the previous five years (about 16%). The year 2014, instead, is the year when the relation between new female members and new male members reaches the highest percentage, about 32% (Figure 8).
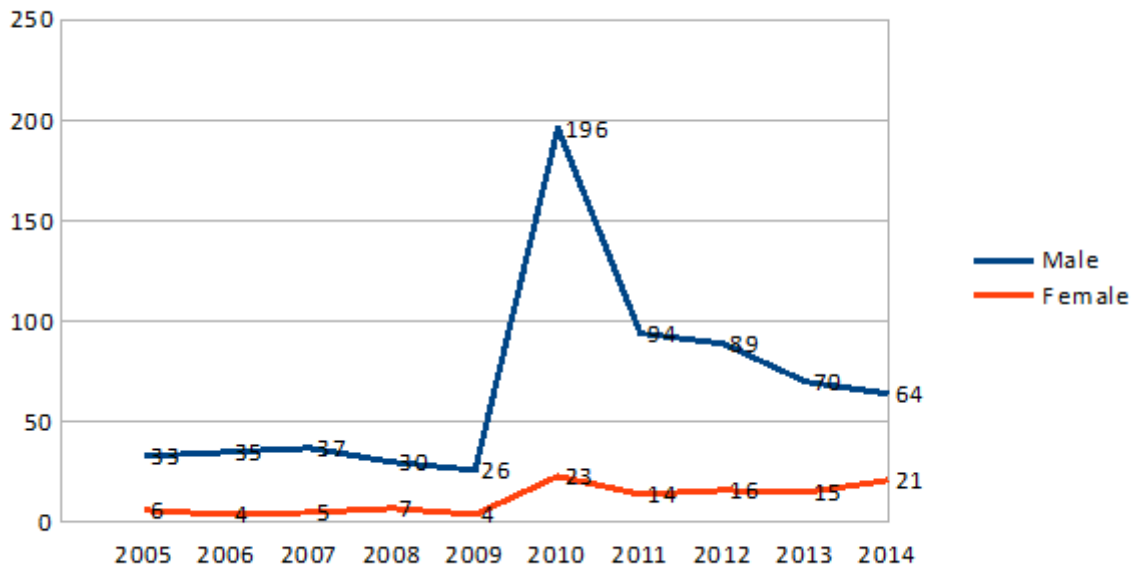
Figure 8 - Gender of new members from 2005 to 2014

We can say that the year 2010 is a watershed: starting from this year the ability to attract new female members remains at a higher level and more or less steady. Similarly, the ability to attract new male members, even though it decreases sharply compared to 2010, remains at higher levels in the period 2005-2009.

2.3. Trend in registrations

While examining the historical trend of WMI's members, we focused on the total number of registered members from year to year, then we started to examine separately the data of new members and those that did not renew their registration; finally, we compared these data between them.

Total of members per year

In order to analyse the historical trend of members, we examined, first of all, the absolute number of members for each year.

As the graph shows, we notice a steady growth starting from 2005 and up to 2011, with a significant increase between 2009 (167 members) and 2010 (363 members). After that, we can see a discontinuous trend until 2014, but on higher levels compared to the average of the years 2005-2009, with a slight decrease in the number of members, which occurred in 2012 (Figure 9).
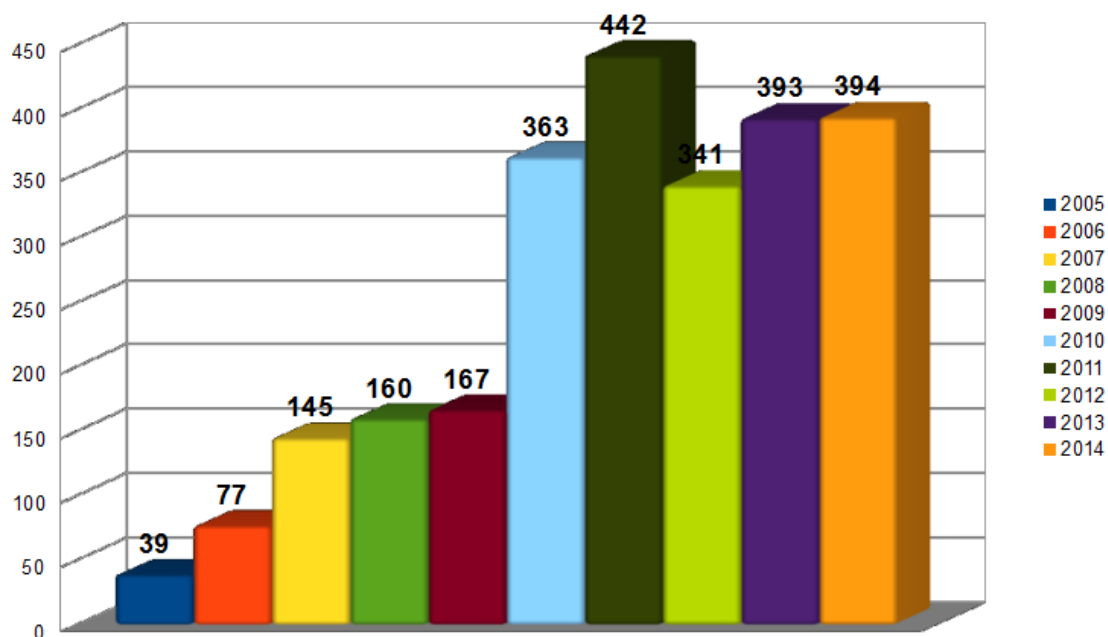
Figure 9 - Members of WMI from 2005 to 2014

New members per year

We extrapolated the data concerning the number of members that registered year by year, between January 1 and December 31, in order to verify how the Association's ability to attract new members has developed over the years (Figure 10).
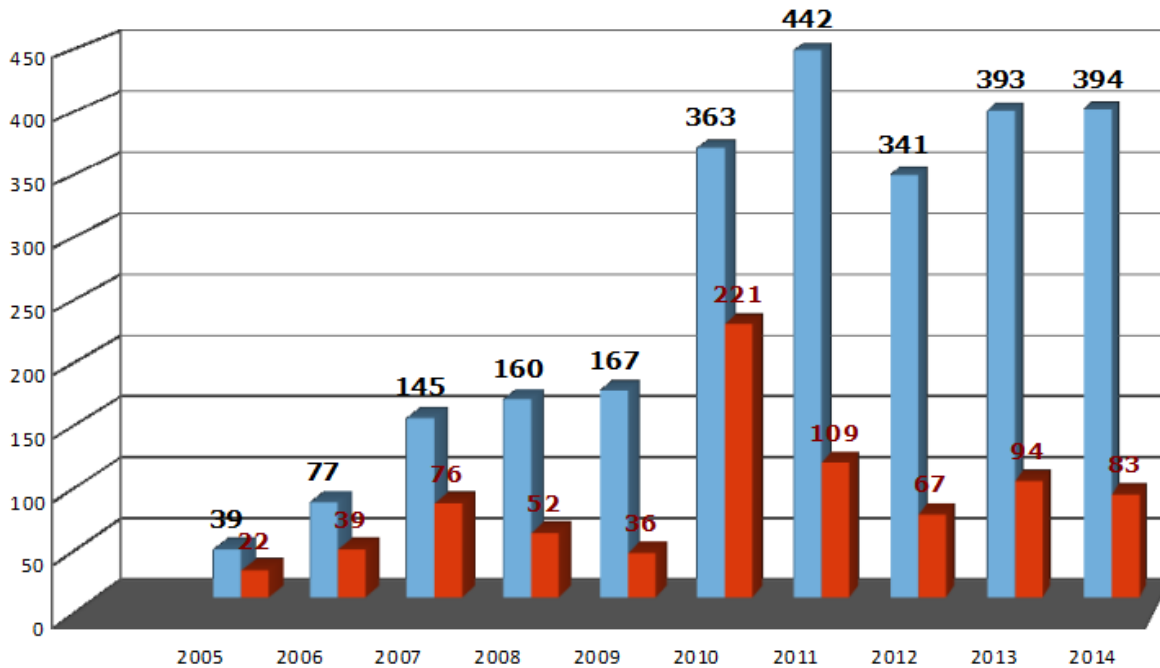
Figure 10 - New members from 2005 to 2014

First of all, it is interesting to notice how the trend of new members increases, despite some fluctuations, from 2005 until 2010 included, and after that it undergoes a reversal. This lasts until 2012, but from the following year the number of new registered members increases again and, then, it returns to a value near that of 2012 (Figure 11).

Thus we notice how, even though the total number of the Association's members keeps increasing, in 2011 the ability to attract new members, until then demonstrated, is not confirmed. In particular, 2010 proves to be the year in which the Association manages to gather the largest number of new members. While the new members had been 36 in 2009, in 2010, 221 people joined the Association for the first time; 188 of them registered in the last months of the year, from October 1 to December 31.

The main reason for this peak lies in the membership campaign, connected to the fundraising campaign, held between the end of 2010 and the beginning of 2011, through the site notice of Wikipedia.
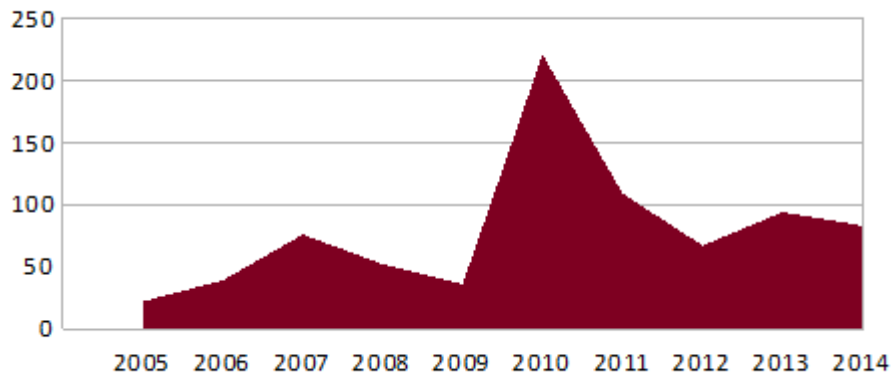
Figure 11 - Trend of new members per year

Members lost per year

Parallel with the progress in the acquisition of new members, we have also analysed the data on the abandonment rate, that is, the number of members who did not renew their membership from year to year (Figure 12).
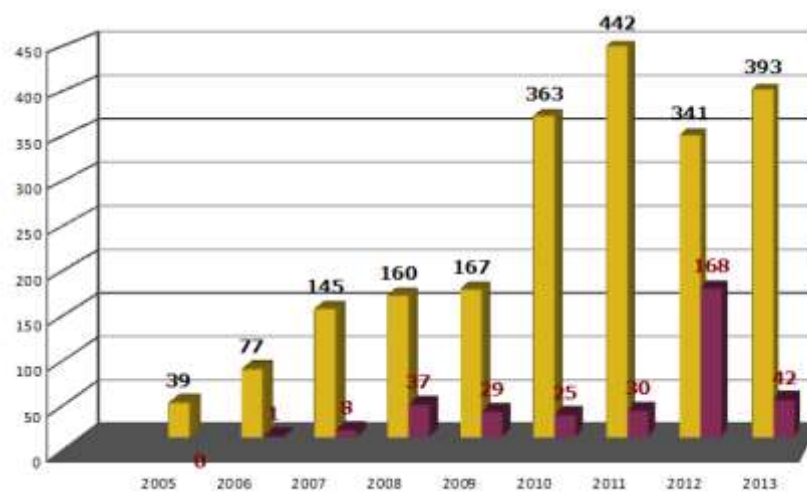
Figure 12 - Members lost per year from 2005 to 2013

If we look at table 13, we notice how the number of members lost increases since 2005 up to 2008, reaching just in this year one of the highest values in comparison to the total number of members (over 25%). The number of members lost decreases slightly until 2011, and then reaches a peak in the year 2012 (38%). In 2013 the value diminishes again, but remains at a high level, similar to the one in 2008

The large increase of drop-outs which took place in 2012 is directly connected to the phenomenon, described above, of the peak in the ability to attract new members, observed in 2010: we have seen how most of the 221

new members of 2010 joined the Association between October and December of the same year (188) Of these 188 more than 60% (144)has never renewed the membership fee, thus making up the majority (67.86%) of the group of those who have abandoned the Association in 2010.

The gap of two years between the time of registration and abandonment can be explained by the fact that, as provided for by Regulation, if the registration is made beyond October 1, it remains valid until the end of the following year. Therefore, the new members who registered from October 2010 and did not renew their membership are considered lost members only in 2012.
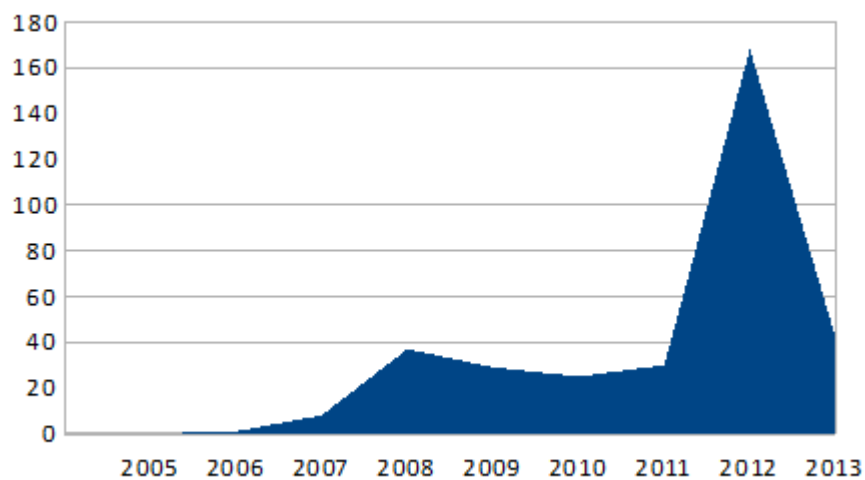
Figure 13 - Trend of members lost per year

Comparison new members and members lost per year

The analysis of the relation between new registered members and members lost year by year is aimed to assess the renewal capability shown by the Association (Figure 14).
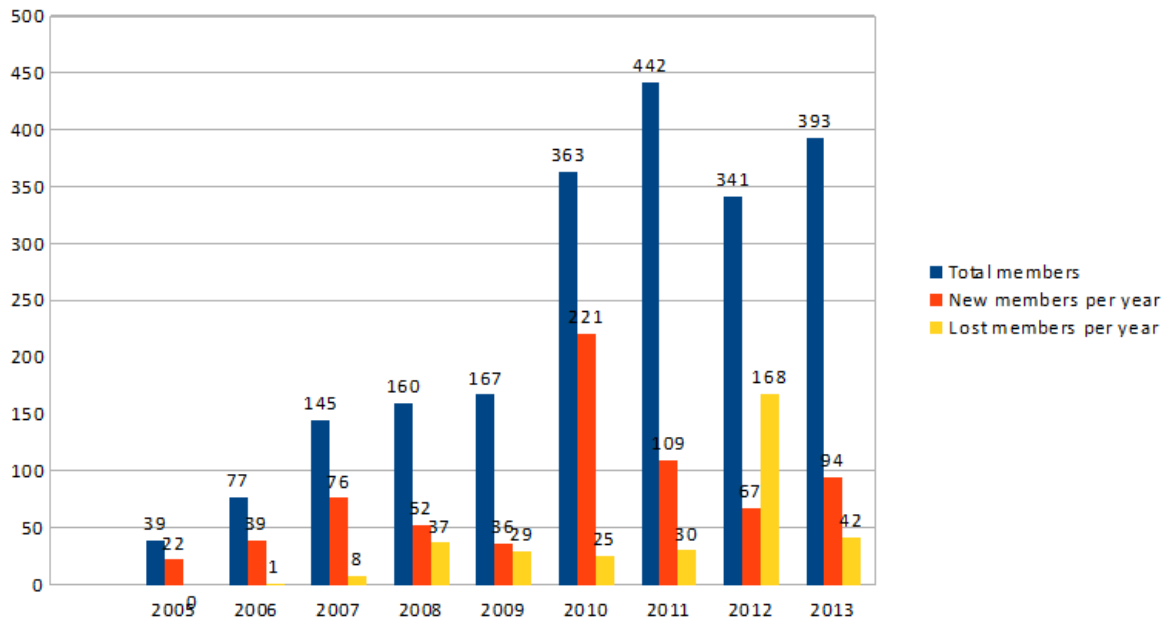
Figure 14 – Total members, new members and lost members from 2005 to 2013

Starting from 2005 and until 2009 we can see that the number of new members is always greater than the number of members lost.

The year 2007 stands out for the great gap in favour of new members on those lost, while 2008 and 2009 are the years when the distance between the two values is minimal and the ratio is almost one to one: for a member acquired, one is lost

In 2010, as we have already seen, there is a strong increase in the number of new members: this brings the ratio compared to those lost to values of about 9 to 1. In percentage, for each member lost, 8.84 were acquired. This is also due to the fact that the value of members lost remains nearly on the same average of the previous two years

On the contrary, 2012 represents the year with the most negative data in comparison to the renewal capability shown by the Association: for a member acquired there are more than 2.5 lost. For the first and only time there is the phenomenon by which the members lost exceed in quantity the new members.

In 2013 the situation is normal again and the values are closer to those of the years prior to 2012, but slightly higher (for each member lost two are acquired).

2.4. A historical analysis of membership campaigns (2008-2014)

In **2008** activities to promote Wikipedia in the context of national events, at schools, Universities and libraries are continued. As regards the Association, it is a period of consolidation and renewal: members have passed the hundred and a working group has been structured allowing the Association to propose and carry out independent projects

Wikipedia's reputation keeps growing nationally and internationally and this helps the Association be part of various events and start collaborations with organizations and institutions.

In **2009** the number of members does not increase significantly, but keeps stable compared to 2008. The activities to promote Wikipedia are carried on and efforts are focused both on great events, ignoring small, generalist manifestations, and on academic and school environment. Despite the latter aspect, there is no increase, among the new members, of young people between 18 and 29 years of age; on the contrary, they decrease in comparison with 2008

However, 2009 is a year of deep changes for WMI: it acquires the status of a social promotion Association (APS) and participates in the fundraising campaign launched and organized by WMF.
Focusing attention on these two actions has meant that only the initiatives of fundraising addressed to donors were strengthened
In **2010** WMI participates for the second consecutive year in the fundraising campaign organized by WMF, which is held between the end of 2010 and the beginning of 2011. On this occasion, unlike the previous year, an invitation to join is inserted into the donation page and this gets more than 200 people to join. From the personal profiling we learn how these new members are mainly male, in an age range between 30 and 50 years of age. Moreover, in the same year other actions aimed to increase the visibility of WMI were realized: advertisements in the magazine "Internazionale" and posters on the sides of public transport of the city of Milan (Figures 15-16).

Figure 15 - Advertising on public transport in Milan

Figure 16 - Advertising on "Internazionale" magazine

In **2011** WMI, confident of the success of the fundraising campaign of 2010, structures itself more: it assumes the first employee (a secretary), it starts new projects and collaborations, it decides to manage the fundraising campaign internally(In 2011 Wikmedia Italia does not participate any more in the fundraising campaign with WMF.

The activities to promote Wikipedia and sister projects increase. They are also realized in collaboration with institutions and partners of national significance (participation in tender with Fondazione Telecom, APT Emilia Romagna, TEDx Lake Como, Cesena Comic Festival, Legambiente etc.....)

In 2011 also the initiatives to spread the knowledge of Wikipedia and Wikipedia projects become more numerous: for the tenth anniversary of Wikipedia, the Association plans three public events (Milan, Rome and Vicenza); the " wikiguide" project started the previous year, short videos which explain the functioning of some Wikimedia projects (Wikipedia, Wikisource, Wikiquote, Wikimedia Commons) is carried on. The number of members increases slightly, but without the contribution of the banner on Wikipedia, the Association attractiveness shown in 2010 is not strengthened

The series of public initiatives of 2011, together with the great visibility achieved with the 2010 fundraising campaign, allow the Association to enhance the awareness brand with the public. After 2010, even though with strong fluctuations, the number of members is, on average, higher.

In **2012** the Association staff increases: an intern for fundraising and a project manager for WLM are assumed. Moreover, an external consultant is involved to follow the press campaign of WLM, a new project which is described as "the most challenging of the Association".

The relations with libraries, schools, great national manifestations (Salone del Libro, Festival della letteratura di Mantova) are strengthened and projects are started, also in partnership (EAGLE, Archeowiki, agreement with MIBAC for WLM). It is worth noting how collaborations with the organizations and institutions operating in the

areas where to date the greater number of members is concentrated: Lombardy and Emilia Romagna, in particular, are more and more recurrent.

For the first time investments are made to ensure that the Association achieves economic stability based on independent fundraising, sponsorships and participation in tenders.

Despite the activities developed, the support of the office in the enrolment management, the large number of people reached and involved in the projects, in particular WLM, in 2012 the number of new members was less than the previous year and many members acquired in 2010 did not renew their subscription, as we have already seen.

In **2013** activities in libraries multiplied main projects (WLM, Wikipedia va a scuola, EAGLE, Archeowiki) were carried on. Furthermore, for the first time in Italy the Wikimedia Conference, a yearly meeting of Wikimedia Chapters was planned. The staff was strengthened with the presence of a full-time secretary and (since September) a part-time one. This allowed us, among other things, to: exploit means of communication which had been little followed before (Facebook page, Twitter account); create new media (the site http://.www.sostienilacultura.it); improve the contents of the fortnightly newsletter; improve the timing of the answers to mails and requests from members; send mails to member groups divided by geographic areas to increase their participation in the WMI events planned in their area.

2013 was also the year when the first practices were started in order to make WMI the official chapter of OSM. At year end the same members of OSM Italian community launched a campaign to invite the users of the project to join WMI: This brought about 14 new memberships.

As we have seen, the number of members has risen again, after the decrease of 2012, while the number of drop-outs has gone back to figures closer to those of 2008.

To address the problem, a few specific actions have been planned:

- insertion into the site http://www.sostienilacultura.it/of the page "Regala un'iscrizione" (Give a membership) to a friend, with a welcome card;
- sending a mail with an invitation to give a membership as a Christmas gift;
- creating an image for the cover of the Facebook and Twitter page and a logo to be used as a profile photo;
- sending a mail for to some WLM participants who had left their email address with the invitation to join the Association.

These actions were useful to reverse the negative trend of 2012, yet, they did not bring results comparable to the 2010 campaign (Figures 17-19).

Figure 17 - Welcome card for members who receive a gift subscription

Figure 18 - Facebook Cover

Figure 19 - Logo for profile image

In **2014** the number of members remains stable compared to the previous year.

The actions implemented to boost memberships and increase brand awareness were:

- sending a card with an invitation to give 5x1000 together with the letter and membership card;
- sending the 2014 membership card also to the members who had not renewed membership and were declared lapsed in the meeting of April 5, 2014, with the invitation to come back and join the Association;
- introduction (meeting of November 29, 2014) of differentiated price bands, besides the ordinary one, for different categories of members (members under 30 years of age, teachers, couples);
- inviting active members to register a friend getting a gadget as gift;
- inviting lapsed members to come back and register getting a gadget as gift;
- launch of a Facebook campaign, for a fee, to invite people to join, with special landing page.

2.5. SWOT analysis on members recruiting

Strengths
- Strong connection with Wikipedia (many members are Wikipedians);
- Volunteers members;
- Sharing of experiences among members through the Internal Wiki and mailing lists;
- Incentives, as Wikipedian in Residence or Wikimania shoppers;
- Link with OSM;
- Members engagement in co-financed projects (reimbursement and/or compensation);
- Informal relationships with the Board of Directors (and in general among members).

Weaknesses
- Lack of ability to reach new members in relation to projects;
- Poor internal and external communication with respect to the activities of WMI;
- Not many incentives for members;
- Uneven geographical distribution;
- Small number of returning members (once they have left the Association);
- Gender gap;
- Site uninviting and not easy to understand;
- Mailing list not exploitable in the short run;
- Poor members profiling (profession, interests, skills, competences) and lack of knowledge about how they became aware of WMI.

Threats
- Not enough members (and always the same) are actively engaged as volunteers;
- The cost of the membership fee is not sustainable;
- Possible hostile attitude of old members towards new ones;
- Other Associations are "competition";

- Risk of not being able to differentiate actions and to plan communication effectively for the different categories of members.

Opportunities – possible actions
- Sign agreements with external partners (discounts);
- Submit an annual report on WMI's activities to all members early in the year (keep them updated);
- Engage members about to leave the Association with ad-hoc activities;
- Create meeting opportunities beside the assembly (editathon, hackathon...);
- Raise public awareness among women;
- Engage users in different projects and invite them to join;
- Create a "Welcome system" for new members;
- Create a "Training system" for members;
- Consolidate the link Wikipedia in Italian and WMI;
- Bring more members closer to the assembly.

2.6. Strategic objectives

1) Increase the number of members, providing more access channels and creating incentives to make it more appealing to be a part of WMI

Actions

- Start agreements with partners to ensure that WMI membership cards will get members discounts or concessions (e.g. WWF[1]);
- Promote discounted membership fees, as approved in November;
- Offer members the chance to receive a gadget (mug, t-shirt, sweatshirt, shopper) with a little extra to be paid when subscribing one's membership fee;
- Disseminate experiences of members who, thanks to WMI, had the chance to work for a specific institution and/or take part in Wikimania;
- Just like in 2010, insert a "Become a member of WMI" button on Wikipedia and/or ask WMF to send a message with an invitation to join, as we do for 5x1000;
- Put a "call-to-action" on WMI's Facebook page[2];
- Create a new subscription page on WMI's new website (under construction) which is intuitive, clearly visible from the homepage and aesthetically attractive, allowing members to subscribe automatically.

2) Increase a sense of belonging to the Association among new members since their enrolment

Actions

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[1] A negotiation is already in place as to discounts to WWF oasis for members.
[2] Recently arisen possibility.

- Create a tutoring/coaching system among old and new members[3];
- Create local working groups, identifying a contact person for each macro-area and/or region;
- Create a WMI member "manifesto" (an information document to be transmitted to the new members illustrating the advantages of being a member).

3) Improve communication about WMI's activities towards members

Actions

- Take advantage of meeting opportunities besides the assembly (editathon, conferences, informal gatherings, but also meetings with regional managers);
- Do surveys to obtain members' opinions.

4) Increase the number of members involved in projects

Actions

- Arrange for internal training for members;
- Keep communication alive (for example, every time a project is about to start, send email information to members and invite to participate on the blog).

5) Increase the number of women members

Actions

- Identify Associations and groups of women engaged in digital projects and start collaborating with them either on projects or on grant requests;
- Plan ad hoc events related to writing Wikipedia articles about women, addressing specific categories (e.g. doctors, writers);
- Start a project on improving Wikipedia articles on topics related to women.

6) Acquire visibility in geographic areas where there is currently a low number of members

Actions

- Organize presentation events in regions with a low number of members;
- Organize events related to projects (e.g. WLM awards) in regions with a low number of members;

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[3] Both related to Wikimedia and WMI projects.

- Organize assemblies in areas with a low number of members, connecting it to an event (Association presentation, workshop, training course on Wikipedia, Wikigite for WLM, OSM mapping party...).

7) Reduce the decrease in the number of members and convince abandoning members to join the Association again

Actions

- Send a questionnaire to members along with the reminder to renew their membership in order to understand possible reasons for leaving the Association;
- Send out membership cards at the beginning of the year (or at least before the meeting stating the end of their membership);
- Send an email to former members by their local representative member inviting him/her to be a member again and participate in the next "Local meeting";
- Profile members better through questionnaires.

8) Strengthen the relations with the OSM Italia community and communicate the connection between OSM and WMI

Actions

- Send communications to non-OSM members to make people aware of the existence of the project and suggest they participate;
- Send a communication to members of the OSM community to invite them to sign up and to tell what WMI is and does;
- Present WMI (with its own stand) at a national OSM event;
- Contact the institutions that already have relationships with OSM in order to carry out OSM-WMI joint projects.

3. DONATIONS TREND

The analysis was performed on CiviCRM data, profiled according to the following criteria:

- Donations divided by range (0 to 10 euros, 11 to 50 euros, 51 to 100 euros and over 100 euros), for each year from 2009 to 2014. For each range, the average donation amount was also highlighted;
- Donations by type of payment: bank transfer, Pay Pal, postal account, credit card, cash;
- Recurring donations and one-time donations from 2009 to 2013 including donations made over the years as extrapolated from CiviCRM which may not coincide with those reported in accounting. The differences are due to the fact that the registration of all donations in the database is done manually: the system is not yet automated, therefore subject to error. The amount of the gap is a contained entity and does not make the statistics obtained from the analysis void.

3.1. Analysis of donation ranges

Analysing the donations trend (Table 2) there was a peak in 2010, the year in which WMI raised funds thanks to a campaign implemented by WMF. Despite a slight delay in WMI's participation to the WMF overall campaign due to technical reasons, said campaign enabled WMI to considerably increase the amount of donations received compared to those collected in the previous year (source: report 2009 WMI on the internal Wiki). 2010 was, therefore, a crucial year for donations: despite clearly exceptional, we can assume that the 2010 result allowed us to raise the level of donations for 2011 in comparison to the pre-2010 level. The 2012 total amount of donation settled, before starting to fall in 2013 and 2014.

The cause of this decline can probably be attributed to the lack of awareness by the general public towards WMI and its activities.

	2009	2010	2011	2012	2013	2014	Total
Range (€)							
0-10	€ 8.801,22	€ 44.050,09	€ 8.516,22	€ 4.665,42	€ 4.747,87	€ 2.843,93	€ 73.624,75
11-50	€ 22.412,21	€ 208.817,01	€ 35.865,71	€ 24.636,93	€ 16.717,65	€ 13.208,81	€ 321.658,32
51-100	€ 6.935,00	€ 24.758,19	€ 8.030,00	€ 7.539,36	€ 4.589,99	€ 5.120,00	€ 56.972,54
>100	€ 5.045,00	€ 16.215,00	€ 11.699,58	€ 6.301,00	€ 8.093,50	€ 8.420,00	€ 55.774,08
Total	€ 43.193,43	€ 293.840,29	€ 64.111,51	€ 43.142,71	€ 34.149,01	€ 29.592,74	€ 508.029,69

Table 2 – Donations trend (range and year)

Analysing the amounts donated (Figure 20), it is clear that WMI donors are concentrated in the 11-50 euro range, which total over 63% of all donations over the years and for each year. However, there is a negative trend

in all donations every year, both in the total amount and in each single donation range: while the average amount of donations in the different ranges remains about the same over time, the total annual donations decrease year after year. In 2013, for example, the total amount of donations is significantly less compared to the one of 2012, despite the implementation of an organic fundraising campaign. A similar trend is observed for 2014 (Figure 21 and Figure 21).
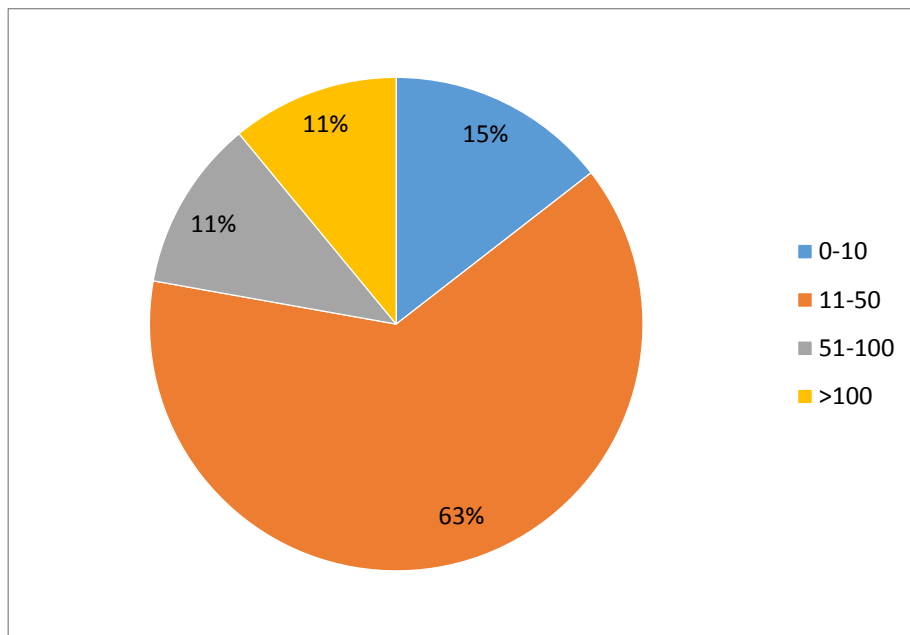
Figure 20 – Range distribution on total
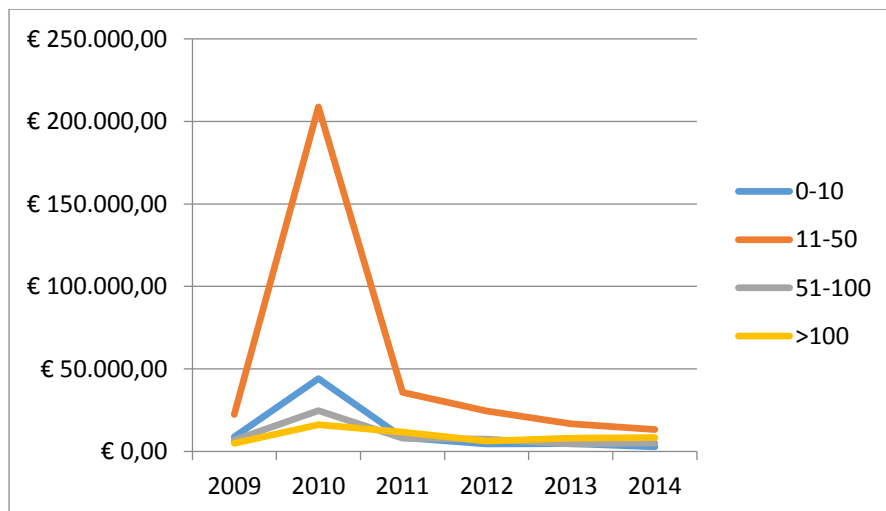
Figure 21 – Donation range per year

Analysing the average donation per range, it can be noticed that, despite the decline in the total amount of donations, the average amounts donated has remained constant over the years (Table 3). The average donation

Payment method	2009	2010	2011	2012	2013	2014	Total
Bank transfer	€ 19.508,17	€ 99.381,29	€ 35.016,82	€ 20.488,39	€ 17.409,22	€ 18.007,61	€ 209.811,50
Pay Pal	€ 23.365,96	€ 194.415,29	€ 27.258,61	€ 19.555,06	€ 15.541,52	€ 9.139,13	€ 289.275,57
Post	€ 0,00	€ 20,00	€ 1.837,00	€ 3.080,95	€ 1.145,70	€ 2.446,00	€ 8.529,65
Cash	€ 200,00	€ 0,00	€ 10,00	€ 0,00	€ 62,90	€ 0,00	€ 272,90
Credit card	€ 0,00	€ 15,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 15,00
Total	€ 43.074,13	€ 293.831,58	€ 64.122,43	€ 43.124,40	€ 34.159,34	€ 29.592,74	

Table 4 – Donations in relation to the payment method

Payment method	2009	2010	2011	2012	2013	2014
Bank transfer	€ 34,53	€ 30,48	€ 41,79	€ 37,94	€ 45,81	€ 50,87
Pay Pal	€ 14,78	€ 17,35	€ 16,65	€ 19,93	€ 16,27	€ 17,51
Post			€ 23,55	€ 31,12	€ 19,42	€ 27,48
Cash					€ 31,45	
Credit card						

Table 5 - Average donations in relation to the payment method

These graphs as well show that, even if the most used payment method is Pay Pal, donations with higher amounts are undoubtedly attributable to donors who choose the bank transfer (Figure 23 and Figure 24).
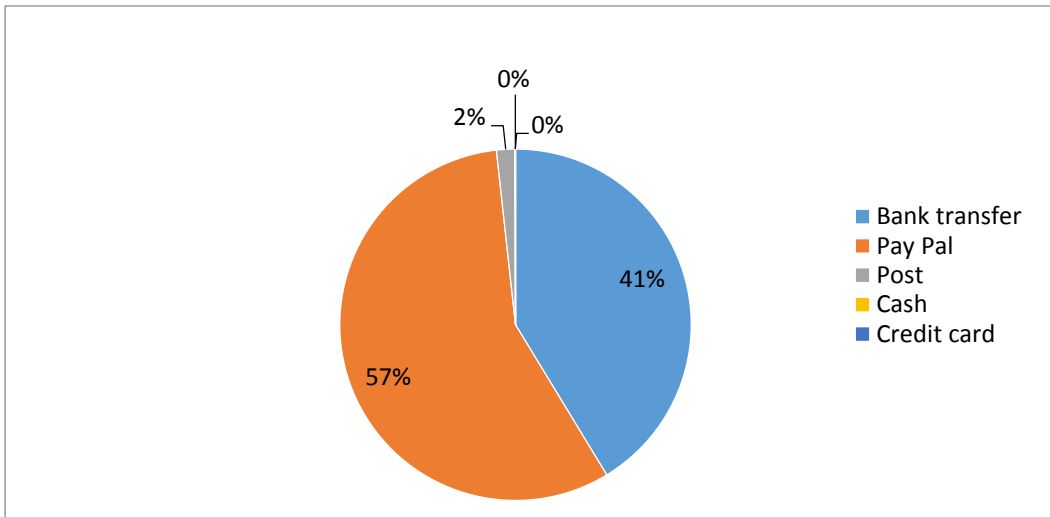
Figure 22 - Payment method distribution (% on total)
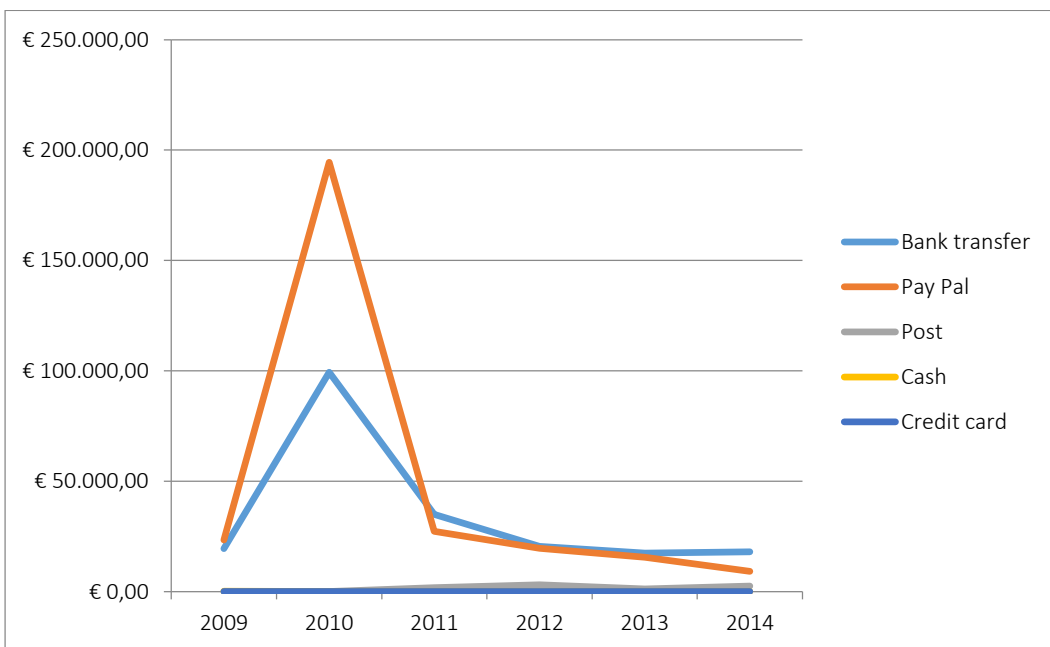
Figure 23 – Payment method (distribution by year)
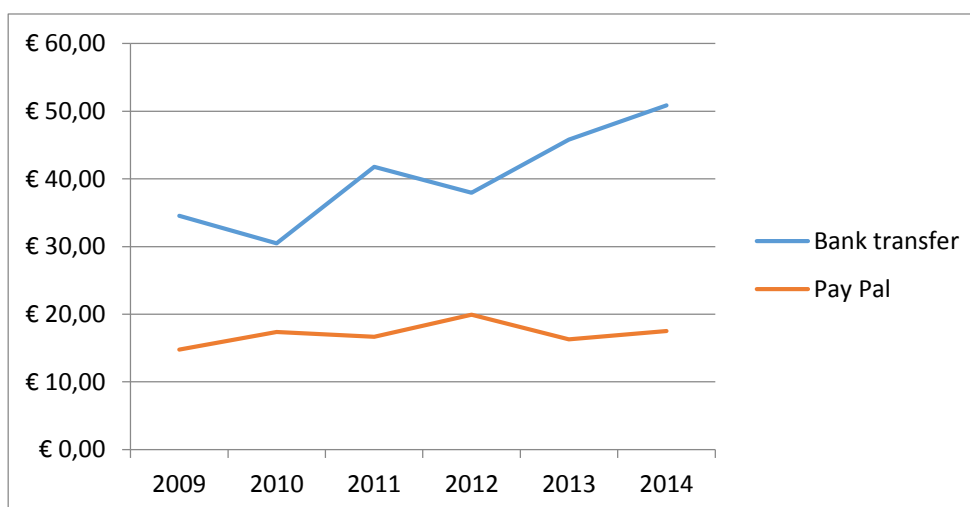
Figure 24 – Average donation by payment methor (bank transfer and Pay Pal)

3.3. Breakdown of type of donors

Table 6 and Figure 25 highlight the number of one-time donors and donors who donated twice or more during the same year[4].

One-time donors are the clear majority compared to recurring donors, whose donations have less impact on the total. In 2011 the total number of donors grew, again due to the carryover effect of the 2009-2010 WMF campaign, while it went back falling in the last two years considered. We must also consider that WMI has carried out campaigns autonomously, without the help of WMF, so its "donors stock" has significantly reduced over time.

	2009	2010	2011	2012	2013
no. of one-time donors	1.772	14.253	2.487	1.474	1.257
total one-time donations (€)	31.458	292.336	62.958	36.004	30.569
no. of recurring donors (2+)	11	175	49	88	42
total recurrent donations (€)	175	7.693	4.056	3.537	2.608
total donors per year	1.783	14.428	2.536	1.562	1.299
Tot € per year	31.633	300.029	67.014	39.541	33.177

Table 6 – Donations and donors trend

Note: the 2014 one-time donors figure is not available due to problems with CiviCRM.

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[4] The number of one-time donors in 2014 is not available due to problems with CiviCRM.
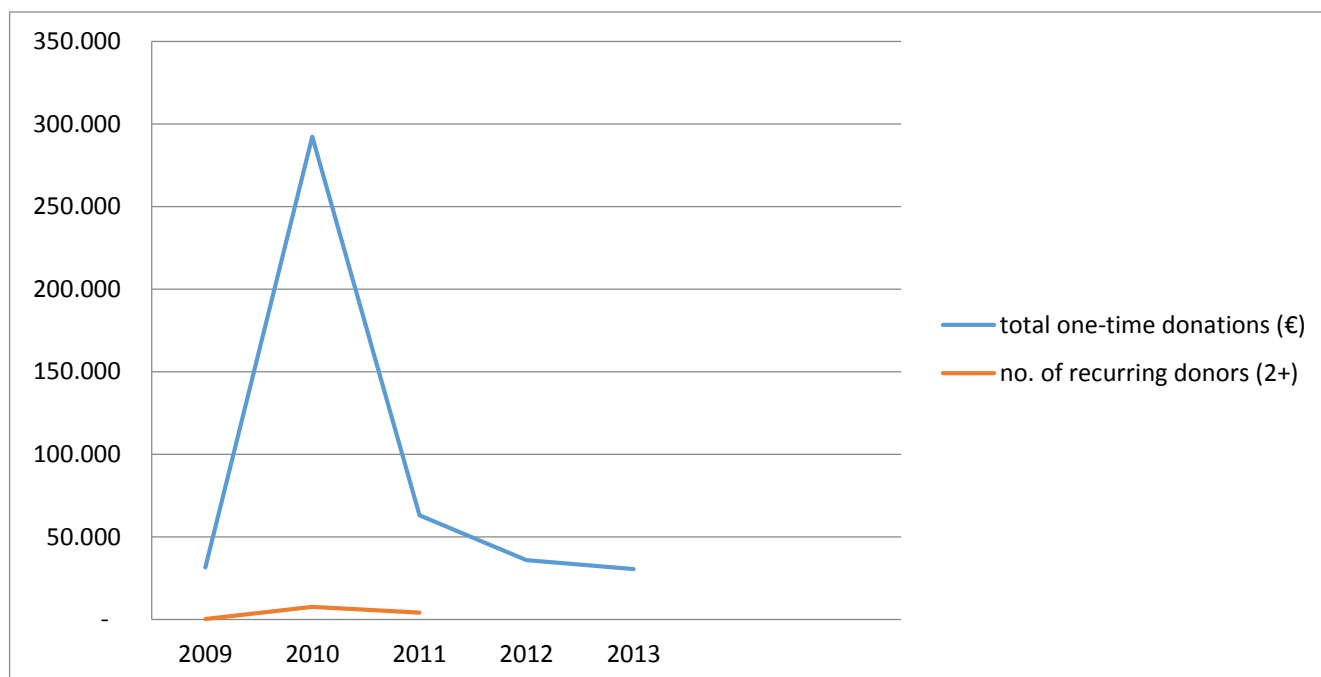
Figure 25 – Trend of one time donations and recurring donors

Table 7 shows the number of donors who made more donations in one year. Their number was put in a matrix showing the number of donors who donated in a specific year for the first time and that keep donating in the following years (e.g. in 2009 2,140 donors made a donation; of these, 256 donated in 2010 as well; of the 2,140 donors of 2009, 46 donated in 2011 as well).

The analysis of recurring donations (Table 7, Table 8 and Figure **26**) reveals that the retention rate in relation to the first year in which a donation was made is quite low.

Recurring donors | comparison over the years						
	2009	2010	2011	2012	2013	2014
2009	2,140	256	46	47	35	27
2010	256	14,281	339	644	409	186
2011	46	339	2484	254	151	74
2012	47	644	254	1,546	164	95
2013	35	409	151	164	1,316	68
2014	27	186	74	95	68	586

Table 7 - Recurring donors | comparison over the years

	0	1	2	3	4	5
2009	2.140	256	46	47	35	27
2010	1.4281	339	644	409	186	
2011	2.484	254	151	74		
2012	1.546	164	95			
2013	1.316	68				
2014	586					

Table 8 - Recurring donors – aligned data
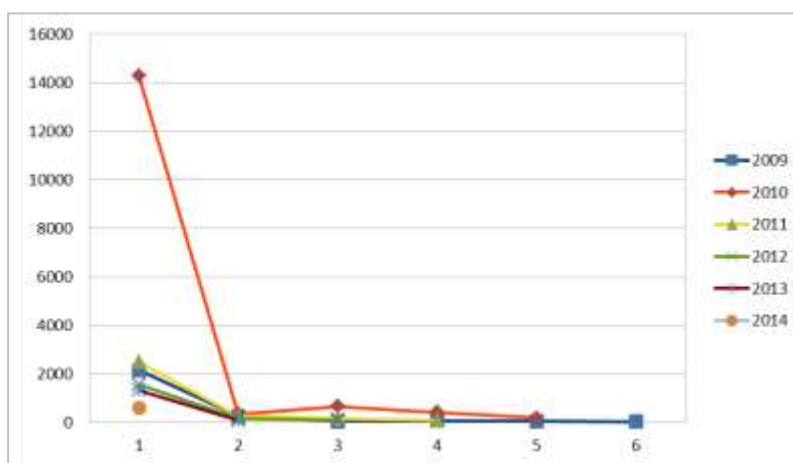
Figure 26 - Recurring donations – yearly trend

2012 was an interesting year with regard to recurring donations (i.e. donors that were already active in 2010 and, partly, in 2011. In fact, 2012 showed a seemingly anomalous peak: we can assume that this is partly due to the positive effects the first real fundraising activities implemented by WMI autonomously[5](Table 9).

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[5] That year's activities report show that the Association started to invest in order to achieve economic sustainability based on several factors:

• an independent activity (not tied to that of WMF)

• first sponsorships (for WLM)

• the participation in tenders (Archeowiki, EAGLE, Crescere che avventura!)

	0	1	2	3	4	5
2009	1	11,96%	2,15%	2,20%	1,64%	1,26%
2010	1	2,37%	4,51%	2,86%	1,30%	
2011	1	10,23%	6,08%	2,98%		
2012	1	10,61%	6,14%			
2013	1	5,17%				
2014	1					

Table 9 - Recurring donations – percentages

3.4. Donations - SWOT analysis

Strengths

- WMI has collected a high number of contacts over the years: its database is large and can be segmented according to several criteria;
- The average donation amount remained constant over time, despite the decline of the donations: this is a fact to keep in mind when segmenting each the target donation range;
- Volunteers engage in many events during the year: all these events represent a chance to increase the visibility of WMI;
- Strong connection to Wikipedia in Italian.

Weaknesses

- The number of one-time donors is much higher than that of recurring donors;
- WMI's ability to attract donors is limited, probably because the general public ignores that Association is behind its activities;
- WMI does not have a standard presentation of its activities, but only scattered documents. A standard, institutional communication kit is necessary to effectively present its activities;
- Donations by bank transfer are higher in amount, but we often lack donors' address (physical or email). It might be useful to enrich the bank transfers section of the methods of payment page, an invitation (and form) to leave a contact, preferably email, so that they can be thanked.

Threats

- Lack of a corporate database;
- Culture is not as strong a cause as those of the big NGO's.

Opportunities – possible actions

- Targeted actions could allow WMI to recover donors who have already donated in the past, but have not been encouraged enough to continue their donations over time (e.g. ask for contact information, email or other);

- Targeted actions for donors who use bank transfers as a payment method;
- Encourage donations on specific WMI projects with a detailed follow-up for donors (such as a report on how much has been collected and what has been done with the donated money) so they can have the perception of having done something useful.

3.5. Strategic objectives

Strategic objectives

- Loyalize donors in order to make them recurrent (aka "commitment strategy");
- Create the necessary documentation in order to best present WMI to target audiences;
- Improve WMI's brand awareness;
- Increase the average amount of donations;
- Require specific donations from companies and institutions;
- Plan fundraising activities at least yearly.

Actions

- Optimize online payment tools and entice users to choose periodic and ongoing donations;
- Effectively promote WMI's best projects, before, during and after their unwinding, in order to stimulate target audiences to support WMI in carrying it out of and cultivating long-term relationships between donor and the Association;
- Create a database of companies, primarily local, with which to communicate and to involve in donating;
- Make the most out of the contacts resulting from collaborations/training/public speeches made by our members in order to increase the list of donors, recruit volunteers, attract media attention on WMI's needs, etc.;
- Create ad advertising campaign for to WMI's decennial;
- Create a presentation, the so-called "good cause", dedicated to raising funds, which contains all the necessary information about WMI and the reason why suited to encourage donations (especially for companies and institutions);
- Encourage donors to leave contact information (preferably email) on the page where the possible methods of payment are listed, so that we can thank the donor (especially if he or she donated via bank transfer).

4. PROJECTS: SWOT ANALYSIS

4.1. Introduction on GLAM projects | libraries and museums

GLAM is the English acronym for Galleries, Libraries, Archives and Museums and is the name of a project aiming to coordinate cultural professionals who want to cooperate with Wikipedia and create open-access content. The work of the GLAM group aims to involve libraries, museums and cultural institutions in general.

The first Italian GLAM activity was WikiAfrica. The project was launched in 2006 as a cooperation between WMI and Lettera27, a non-profit foundation promoting access to knowledge in the most disadvantaged areas of the world. WikiAfrica was intended to increase quality and quantity of content about Africa on Wikimedia projects. WikiAfrica was particularly active until 2012, reaching the result of 32,000 contributions.

Since 2012 WMI has provided technical support to EAGLE (European network of Ancient Greek and Latin Epigraphy), a best-practice network that aims to coordinate databases from over 40 universities and research institutions concerning inscriptions from the Greek-Roman world, providing essential descriptive information and images. WMI provides expertise in the field of online collaboration and content sharing under a free license through Wikimedia projects, in particular the adoption of MediaWiki, the Wikibase extension (used in Wikidata), marking the first use of this extension beyond Wikimedia projects. About 10,000 images were donated by EAGLE with free Wikimedia Commons license.

From 2012, Italian GLAM Wikimedia projects have been revised according to a more precise structuring: now projects are mainly concerning museums and libraries. A SWOT analysis on GLAM projects in order to identify the best strategic actions for the future follows.

4.2. SWOT analysis for GLAM project | libraries

Introduction

The relationship between WMI and libraries is now very well structured. This relationship represents is the workhorse of WMI's GLAM projects, especially in relation to other countries' branches. WMI has found in libraries a natural ally that responded immediately to the engagement attempts on Wikimedia projects, while in other countries museums were the first type of GLAM institution to want to work on Wikipedia and its sister projects.

In a country where libraries are late in digitalizing their assets and offering digital services, WMI is playing a crucial role in valorising library and documentary heritage. Projects like Wikipedia, Wikisource and Wikidata go exactly in this direction.

The first pioneering experiences with libraries date back to 2010 with courses for librarians in Florence, but the relationship became much close in 2012 with the establishment of a discussion list on Open Access and a list of discussion among librarians and Wikipedians.

Right after that, coordination pages were created on Wikipedia in Italian[6], designed as a meeting place for librarians interested in working on Wikimedia projects.

This specific part of GLAM projects "*aims to help librarians develop useful knowledge to publish on Wikipedia, identify their specific skills that can be put to use inside and make them promoters of an open and cooperative culture, also making them promoters of an active and aware use of the encyclopaedia with their specific users.*"

2013 marks the start of a series of conferences and training courses for librarians. Consider, for example, WikiVEZ (a cycle of 4 lessons for 20 librarians at the VEZ public library in Mestre), a 6-sessions course for 40 librarians in Lombardy, conferences in Milan, Treviso and Florence and *bibliohackathons* in Trento and Florence (with 50 participants each). The main results achieved in 2014, however, were the revival of a national conference at the National Central Library in Florence (BNCF) and the activation of a Wikipedian in Residence at the European Library of Information and Culture (BEIC) in Milan.

The following sections present a discussion of the main strengths, weaknesses, opportunities and threats related to projects with libraries in order to draw useful for strategic planning of future activities.

Analysis

Strengths

- Important collaborations with prestigious libraries (BNCF, BEIC);
- Agreement with Istituto Centrale per il Catalogo Unico (ICCU | National Central Cataloguing Authority), supervising the national library system;
- Among the members there are active librarians;
- Many librarians become members after WMI initiatives;
- There is good communication between libraries and Wikipedians;
- Many doubts of reliability and quality of articles have already been canceled.

Weaknesses

- Members who possess the skills necessary for some specific activities with libraries is limited;
- The majority of members who have the necessary skill are board members or members are already working on projects;
- Steady increase in demand for courses and initiatives, which cannot be faced with an adequate number of volunteers.

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[6] https://it.wikipedia.org/wiki/Progetto:GLAM

Threats

- Limited budget in libraries to fund Wikipedian in Residences and training courses for users (the latter often requested by libraries free of charge);
- Professional training courses for librarians;
- Sometimes limited participation of the librarians involved;
- Activities with libraries often require a local presence.

Opportunities – possible actions
- Connect to Italy's libraries Association (AIB) in order to promote collaborations with new libraries;
- Training courses for users and librarians;
- Use GLAM/Wiki initiatives as a vehicle for WMI's brand awareness.

4.3. SWOT analysis for GLAM projects | museums

Introductions

Unlike relations with libraries, relations with museums are a yet unexplored ground, despite major projects and collaborations carried out in the past.

The first well-structured GLAM project concerning museum saw the participation of schools as well. It dates back to 2012 when *Archeowiki* was launched. Archeowiki is a project targeting a diverse audience (mainly high school students, but also the visually impaired and senior citizens) aiming to help them discover archaeological heritage contained in the museums of Lombardy; students would then pour this new knowledge of theirs into Wikimedia projects. The 2012 initiative was quite successful and in 2014 Archeowiki completed its fourth edition.

In recent years, the relations with museums continued with a series of meetings, among which Europeana Fashion Editathon 2013, a day in which university students from the University of Padua and IUAV of Venice attending marketing and fashion design courses worked on articles relating to the world of Italian footwear. The project took place at Villa Foscarini Rossi in Stra (VE), home of Museum Rossimoda, in collaboration with Europeana Fashion, Europeana's project dedicated to fashion history.

2014 saw the beginning of an experience of a Wikipedian in Residence at the Museum of Modern and Contemporary Art of Trento and Rovereto (MART). The permanence of a Wikipedian at the museum lasted six months, during which data and contents of the museum were released under free license and inserted in Wikipedia, Wikimedia Commons, Wikidata and Wiktionary.

Moreover, on March 12 a cooperation agreement between WMI and ICOM (ICOM) Italia was signed. It is an agreement of particular strategic importance to WMI: ICOM Italia is a valuable connection to Italian museums in order to better promote Wiki initiatives.

Analysis

Strengths
- WMI is becoming more and more an authoritative partner thanks to its initiatives;
- Agreement with ICOM Italia;
- A positive contact with Museimpresa.

Weaknesses
- Very few examples of implemented projects, even though relevant.

Threats
- Museums usually expect to formally talk to high-level representatives of the Association and to have people recognize the importance of their institutions;
- Problems with copyright and the Urbani Code causing the very institutions with large iconographic material to share problems;
- Possible misunderstanding on writing articles on museums (institutions may expect to control the content of the article while we can only act as intermediaries).

Opportunities – possible actions
- Invite museums to share their iconographic heritage in one or more Wiki "containers" (Commons);
- Training courses on Wikipedia's potential related to museums to be realized in collaboration with ICOM Italy and Museimpresa;
- A possible collaboration with Museo Galileo, for example, for a Wikipedian consulting job concerning articles on scientists (a possible new project);
- Possible BAM Event – Cultural strategies.

4.4. SWOT analysis for educational projects

Introduction

WMI's commitment in educational projects has remained vibrant over the years.

WMI started collaborating with the school system in its very early years. The first educational projects date back almost 10 years, but in recent times collaborations have become more structured and frequent.

WMI has carried out training for different kinds of students, from primary school (elementary schools) to university students, but high school is the best target for all activities related to the spread of the Wiki philosophy in education. This kind of activity has essentially two goals: the first one, to help young people develop a critical attitude towards information, making them aware of concepts such as reliability of sources and interpretation; the second one, to bring them closer to the Wikimedia world and raise interest on volunteering and on freedom in disseminating knowledge.

The first educational project in which WMI has participated through one of its members dates back to the 2006-2007 school year, when students of Tito Sarrocchi Institute of Siena edited almost 20 articles after following 5 lessons of 2 hours each. The first well-structured projects (then repeated in the following years) date back to 2011, with the birth of *Archeowiki* and *Autori in Wikipedia*. The latter, in particular, was the first school project that hosted a pilot project with the format in which the best Wikipedia articles written by students were awarded a prize. This special format found immediate success; participants paid a high degree of attention which led to their greater commitment.

In Tuscany, in 2012, the first project dedicated to elementary school children was carried out (*Crescere che avventura!* that was supported, among others, by Telecom Italia Foundation). Another important institution that believed in the relationship between Wikipedia and the schools was the tourist board of Emilia Romagna: this gave rise to *Adopt a word goes to school*, a project involving 30 school classes and the same number of edited articles in Italian Wikipedia. Links with the tourism sector are also reflected in the project Veneto in Wikipedia, which aimed mainly at high schools and university tour, saw the participation of classes from all the provinces that have edited articles for the territory of their own region.

Links with the tourism industry are also reflected in the *Veneto in Wikipedia* project, which targeted mainly high schools and tourism schools and saw the participation of classes from all the provinces that have edited articles for the territory of their own region.

Dai una voce alla democrazia proves how many and diverse the issues on which action can be taken are; in this project, 10 school classes in Turin reflected on democracy and participation, thanks to Wikipedia. A new approach was tested in 2013 with *Adotta una voce di Wikipedia al DeGasperi*: the project involved a single school of Trentino, but over 200 students, who edited a total of 72 articles. Projects of "Wiki literacy" for schools are still ongoing in Sesto San Giovanni (MI) and in the Province of Asti.

WMI also boasts relations with universities, strengthened over the years with speeches of our members in conferences and thematic lessons: Bocconi University, IULM and University of Padua are some of the universities where WMI presented its model and its philosophy. In recent years, projects have been designed to offer support for writing dissertations by intervening on specific Wikipedia articles (*Telecom Italia* and *San Pellegrino*) and, most recently, internships were launched with the University of Bergamo last February.

Below is a SWOT analysis on educational projects.

Analysis

Strengths

- Ongoing activities with schools; an average of 2-3 projects a year in Trentino, Emilia Romagna, Lombardy;
- Know how now consolidated enough for organic work with schools (classes for teachers and students, work on curricular articles, evaluation of student work);
- Projects like the ones in Trentino allowed members to gain skills to be applied in new initiatives;

- Projects with schools are more interesting as to the training on Wikipedia than for real educational purposes;
- Possibility to convey students a different idea of the Internet (not only tablets);
- Cancel the doubts of teachers towards Wikipedia and debunk the myth of Wikipedia as an untrusted source;
- Involve young women (against gender gap)   .

Weaknesses

- Results are difficult to measure (specially the level of learning);
- Some projects did not generate a positive outcome (e.g. the Summer school in Bergamo)
- Lack of involvement by local authorities (despite the good results with DeGasperi high school, the Province of Trento has not been involved);
- The content of the projects are related to school programs, not linked to interests of the students. Students can see Wikipedia as boring because associated with school;
- Lack of active members on projects for schools across Italy;
- Lack of promotional push (coordination, action program, presentation material, projects standards, kits designed specifically for schools).

Opportunities – possible actions
- Check availability for projects with individual schools (principals have contacts for funds) or universities (e.g. University of Trento);
- Strengthen micro-level dialogue with schools, regional school boards, tourism boards, etc. where there is a higher presence of members or where at least one project in the past has been carried out;
- Create projects on a specific subject area (e.g. plants, the Great War, WWII) addressing specific schools (e.g. IT professional schools) and involving students in the choice of topic (e.g. film club) and then look for institutional support (e.g. history museum);
- Be part of the school's self-management/autogestione suggesting Wikipedia courses;
- Suggest projects in order to have students become "long-term Wikipedians";
- Introduce tools to measure the performance of educational projects (e.g. Questionnaires ex ante and ex post);
- Coordinate efforts with individual schools in order to include all of them into a single national project relating to schools;
- Communicate experiences of teachers and students on Wikipedia more and better.

Threats

- Projects often depend of the social network of the members involved (e.g. Trento);
- Teachers attitude: not always perceiving Wikipedia's full potential, generally not available to participate and learn;
- The students who get to know Wikipedia at school then, presumably, change their username, making it difficult to follow their activities after projects;

- Schools have limited resources;
- Limited contacts with universities.

4.5. SWOT Analysis for Wiki Loves Monuments

Introduction

WLM reached in 2015 its fourth Italian edition. The competition, created in the Netherlands in 2010, had to wait two years before landing in Italy: the peculiar Italian legislative frame constrains the dissemination of photographic reproductions of cultural sites to authorization by the bodies responsible for their custody, whether public or private (Legislative Decree no. 42/2004 – *Codice Urbani*). This prevented the Italian Wikipedian community to participate to WLM right away. Even the so-called *Art Bonus* (Legislative Decree no. 83/2014) has been unable to overcome this *impasse*, because of a mismatch with the CC-BY-SA license used for loading images on Wikimedia Commons. This forces WMI and its volunteers to negotiate year to year, institution by institution, the authorization to publish and divulge individual monuments.

The first edition of WLM in Italy (and the first authorization request activity) was organized in 2012, allowing the issuance of releases for 936 monuments. The 803 participants uploaded nearly 7,700 photographs, ranking the Italian contest 13th among 32 national WLM editions for number of uploaded images. Summing up the results of all national editions that year, over 15 thousand people all over the world were involved and 360 thousand images were loaded: these figures have earned WLM the appointment of "largest photo contest in the world" by the Guinness Book of World Records.

The second edition of WLM Italy recorded a drop in the number of participants (527) but an increase in the number of loaded images (8,082, +5%). In 2013 local editions of WLM were confirmed in Emilia Romagna (with the valuable contribution of the tourism boards) and Asti (with the support of *weLand*), showing how valuable the contest was for promoting the areas.

WLM Italia 2014 was an all-time edition: 1,038 participants (Italy at the first place in the world for number of photographers), 21,050 photographs (fifth place), 273 participating municipalities and 4,500 monuments released. The collaboration with local authorities became tighter: administrations, for example, received a "communication kit" for their help in disseminating and the promoting WLM in their territory. The response of groups and Associations was massive, many Wikigite were organized in many parts of Italy.

In the latest edition, sponsors and partners increased in number. Among them: technical sponsor Euronics (in collaboration with Sony), media partner Archeomatica and cultural partner FIAF (Italian Federation of Photographic Associations). There were more project partners and local sponsors, some of whom awarded special prizes in the national competition and local editions.

Analysis

Strengths

- Large media coverage (WLM is WMI's business card);
- Increasing participation over the years (contact people in many municipalities);
- Good promotion by municipalities, Associations and WMI;
- Easy to present, easy to participate;
- WLM is useful to both Wikimedia Commons and Wikipedia, because it allows the sharing of photos that otherwise would not be available;
- Increase in number of uploaded photos over the years (7,000 in 2012, 8,000 in 2013, 21,000 in 2014);
- WLM can be connected to other WMI initiatives (e.g. OSM mappings, Wikigite);
- A good know-how was developed among staff as to relating to public institutions;
- Ability to attract sponsors in 2012 (Gruppo Sorgente and ENI) and partners over the years;
- Ability to create new relations with Associations, organizations and institutions.

Weaknesses

- Decrease in the number of volunteers involved;
- The judging phase must be improved, especially photo selection;
- The tool for selecting photos must be improved;
- Lack of a dedicated resource for communication (in 2012, a person delivered ad hoc, capillary communication, both online and offline);
- Poor cross-media approach (WLM is on Facebook but not on Instagram or Twitter; FIAF uses Instagram massively); Google+ was updated in 2013 but abandoned in 2014;
- Difficulties in the follow up and closure of the previous editions;
- Lack of coordination for local communication (in 2013 and 2014 local communication was mainly entrusted to single municipalities who didn't always properly advertise the initiative);
- Lack of an official national monuments list (very time-consuming tasks for staff);
- Abundance of images for a limited number of monuments;
- Uneven quality in photos (a problem Commons-wise);
- The relationships with partners (e.g. WWF, FIAF, etc.) have not been cultivated and fully exploited (Legambiente, Touring Club).

Threats

- Current legislation (No freedom of panorama in the Urbani Code);
- No list of Italian monuments exists;
- Possible media saturation in promoting the contest;
- The authorization process is rather complex for municipalities (they do not understand why that must authorize and how);
- Many photographers have a hard time with the list of monuments and/or Wikimedia Commons: frequent questions, emails, and phone calls on how to load, participate;
- Media visibility does not always correspond to actual participation (2012: 700 people with 7,000 photos; 2013: 600 people with 8,000 photos; 2014: 1,000 people with 21,000 photos);

- Some municipalities do not renew or change authorizations from year to year;
- In 2013 and 2014 there were no financial revenues;
- Lack of a comprehensive and coordinated editorial plan coordinated (e.g. press releases);
- Too many photos are uploaded without categorization (more "dirty work"; no immediate use)
- WLM International is losing attractiveness; this decreases the appeal in volunteers and, consequently, generates more work for the staff.

Opportunities – possible actions

- Higher involvement of volunteers in creating lists, maintaining the blog, community management (WLM users);
- Use the resonance of WLM to raise awareness about WMI (brand awareness);
- Connect WLM to other WMI projects (e.g. OSM) and launch new projects with new partners thanks to a higher visibility of WLM;
- Ability to attract financial sponsors as well as technical: one can build ad hoc projects based on the specific sought sponsor;
- WLM is a good motivation to ask to improve the existing law in order to allow the publication of photos taken with Wikipedia licenses (CC BY SA);
- WLM offers the chance to ask participants to do a little '"dirty work" (inserting the request for new mandatory information in line with Commons categories, possibly with a tool specifically designed by WMF);
- Link WLM to Wikimania Esino Lario 2016;
- Link WLM to events with museums (see Convention with ICOM museums and Museimpresa);
- Create an official list of monuments (in collaboration with MIBACT);
- Bring people closer to WLM (general public, institutions but also professional photographers in order to increase photo quality);
- Networking with strategic partners: relationships with partners with high potential (e.g. FIAF, WWF) should be strengthened; relationships with subjects contacted but not yet "hooked", (e.g. Legambiente, Touring Club) should be initiated;
- Strengthen communication on social networks;
- Create booklets with the winning photos for sponsors.

4.6. SWOT analysis for OpenStreetMap

Introduction

In 2014 OSM became a WMI project fully. The strengths of OSM primarily reside in the efficiency of the product: the map has a great degree of adherence to reality, a great level of detail, a good coverage in updating, especially in the regions of northern Italy. Moreover OSM quickly adapts to territorial changes, thanks to ongoing bottom-up updating work. Overall, OSM features an added value compared to standard maps, thanks to a very high level of detail and the presence of elements that are difficult to find in other mapping systems. OSM offers user-

oriented maps with immediately available thematic features (e.g. drinkable water fountains for hikers). Other strengths are a growing interest around this tool from users, companies and institutions: a process leading to signing agreements with Regions is already in place and consolidating. Finally, there is a strong sense of community around OSM.

As for its weakness, mappers are only a few, leading to uneven mapping results, with gaps especially in southern Italy. The community also lacks motivation to give life to cooperation with external players, able to support OSM. Also, a business approach to the project is lacking and the OSM website does not allow creating applications.

Threats mainly reside in competitors, most notably Google, but also in the lack of knowledge about the product, which basically distrust a free and open product. Moreover there is little awareness about possibilities to use OSM data for different purposes.

The opportunities, however, are numerous and concern both the reinforcement of OSM through institutional relations (e.g. more conventions with Regions starting from the Tuscany model), initiatives that can improve the quality of the product (e.g. tools for filling gaps) and the improvement of public awareness (e.g. social media marketing). OSM is also a tool that can attract the attention of business stakeholders which might be interested in the use of OSM data, such as retailers, institutions (Civil Protection offices), tourism boards, etc.

Analysis

Strengths

- Good quality in terms of updating (especially in the north Italy) and coverage (good adherence of the map to reality and great level of detail);
- An added value compared to standard maps;
- Much quicker to adapt to change;
- Flexible, user-oriented map;
- Versatility (other maps are primarily driving-oriented, while OSM features bus routes, cycling routes, secondary paths, but also benches, drinking fountains, kiosks);
- Devoted community: great social identity;
- A certain demand for OSM data from private companies is emerging;
- Immediate re-use of OSM data (no complex data reprocessing like in Wikmedia);
- Collaborations already in place with Regions, local authorities.

Weaknesses

- Uneven coverage: e.g. some regions lack street names (especially in southern Italy);
- Internal users are difficult to control;
- The community has always reacted to external stimuli but lacks an internal drive (e.g. towards universities that organize interesting mapping initiatives e.g. wheel maps);
- Lack of business approach vs higher need for added tools;
- Mapping involves only a small number of people.

Threats

- Google Maps and all other competitors;
- Less trust towards a free and open tool;
- There is little awareness that the OSM data can be used for different purposes, thanks to specific tools.

Opportunities – possible actions

- Extend Tuscany's convention to the other Italian regions;
- Cooperate with private companies that use geographical data for special maps: e.g. transport companies, logistics companies, tourism boards, event organizers;
- If necessary, renew the agreements that are already in place between WMI's representatives and various institutions (ISTAT, Region Lombardy, Friuli-Venezia Giulia and the Province of Lodi) on behalf of WMI;
- Be part of research projects (with universities e.g. for the visually impaired, disabled, etc.);
- Paid consulting contracts for extracting data from OSM (clients could be regions, municipalities, private companies, organizations (Touring Club, GEM, etc.);
- Creation of tools to facilitate the gap filling and correction of inaccuracies on OSM;
- Events promoting OSM as an open project integrated within WMI projects;
- Massive promotion on social networks;
- Use of OSM by Civil Protection offices (flood prevention).

4.7. SWOT analysis for Wikipedia in Italian

Introduction

Wikipedia in Italian was created on May 11, 2001, as of 2015 it boasts over 1 million articles (with a monthly growth of about 10,000 units) and just as many registered users (of which almost 9,000 of them are active) and more than 100 administrators. Among the various language editions of Wikipedia, the Italian one is the 9th for number of articles and is among the most visited websites in Italy (floating position between the 5th and 7th place)[7].

In more than ten years of existence, the Italian community of Wikipedia has faced many problems and has overcome difficult challenges, affirming Wikipedia in Italian as a valuable tool for Italian speaking web users; everything said above is confirmed not only by the fact that it is ranked among the most visited sites in Italy, but also by the appreciation and good consideration enjoyed in several circles of Italian society (e.g. librarians). The increase in the number of users and technological improvements over the years have increased the overall quality of the articles, but a strong collaborative spirit among the most active users (who are able to resist the expected dropouts-vs-new-articles replacement rate) must also be taken into account.

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[7] http://it.wikipedia.org/wiki/Wikipedia_in_italiano

Newcomers are one of the keys weaknesses in the Italian-speaking Wikipedia community. One of the most obvious weaknesses is, in fact, that of user retention (the ability to maintain and activate users who try to edit an article for the first time), whether they act anonymously or as registered users. The evolution of the encyclopaedia has certainly not helped to resolve this issue. In fact, if one the one hand Wikipedia has evolved implementing new formatting tools that make the graphical environment more pleasant and practical for users, those very tools, in turn, require more technical expertise, largely unknown to neophytes.

Moreover there is a serious problem of gender gap: the majority of users are male, but unfortunately this problem is found in all other Wikimedia projects in all their language editions.

Among active users, a sort of "solitude feeling" can be found. Active users feel scarcely supported in the event of relevant threats, such as copyright infringement, promotional changes to articles or legal threats. As to the latter, in the most recent requests for clarification, legal departments refer to specific changes and/or users, sometimes adding requests for identification of the author of the amendment (to both the community, the volunteers of OTRS and the Board of Directors).

In addition, there was a misunderstanding of the fundamental role of the administrator in Wikipedia. The administrator is a technical role but it's often confused with that of a moderator. This means that users erroneously attribute control powers and/or validation. The confusion is widespread among the general public, but also among the new users of the encyclopaedia, with consequent risk of threads against Wikipedia collaborative spirit and WikiLove. Also users often believe that there is a group well cohesive users are able to "influence" the contents of the encyclopaedia or the community dynamics to their liking.

Although the community has so far succeeded in responding adequately, many users who consider themselves as "front line soldiers" or that are strongly emotionally engaged in contributing to the encyclopaedia get strongly affected by these attacks and undertake long periods of "Wikipause" or - in the worst cases – abandon the community.

As to OTRS (Open-source Ticket Request System), volunteers have always been chosen among the most experienced users of the community. Response times to emails may, however, be quite long: although half of the requests are processed within one week, 85% of total requests are on average resolved within 90 days of receipt.

Especially, OTRS is also affected by problems already discussed among the community. In particular, there is a widespread perception that the demand of being able to control content from outside users (mostly demand put forward by corporate or institutional press offices) has increased. At the same time, WMI is beginning to receive the first requests concerning the right to be forgotten from legal councils.

Despite these endogenous and exogenous difficulties, the growth opportunities for Wikipedia in Italian are many. The size reached by Wikipedia in English (over 4 million articles), for example, shows how wide the possibility of growth for an online encyclopaedia still is; moreover the vast opportunities offered by schools, libraries and cultural operators lead the way to a high number of potential users. Further help is offered by the continuous technical innovations coming from WMF (one of all the Visual Editor) and WMI's ongoing networking

with cultural institutions and open cultures (the Association, however, still suffers from a knowledge and participation gap within its Italian-speaking Wikipedians community).

Analysis

Strengths

- 5th most visited site in Italy;
- Good reputation in various circles of Italian society;
- Strong collaborative spirit among users;
- Constant increase in article quality.

Weaknesses

- Gender gap;
- Wikipedians' "solitude feeling" when facing problems (legal threats, copyright violations, editing on a commission basis);
- Misunderstand about the role of the administrator (inside and outside of the community);
- Low user retention rate: little ability to maintain new projects users;
- Barriers to entry: there is a need to know specific mechanisms for formatting, using templates, etc. that are hard to learn (a problem common to all language editions);
- WMI is not very well known; detachment, if not open conflict, by very old admins popular on the web;
- Difficulty in managing OTRS and user support.

Threats

- Legal threats more and more focused on single editing or single users;
- Incorrect communication from the media (wrong information to the public about the mechanisms and purposes of the encyclopaedia);
- Wrong perception of community mechanisms (users believe there is a "gang").

Opportunities – possible actions

- High growth potential of the online encyclopaedia (as to number and quality of articles);
- Vast pool of potential users: schools, cultural workers, etc.;
- Networking with cultural institutions and the world of open culture (museums, Linux groups, etc.);
- Visual Editor: it could reduce the barriers to entry;
- Improve content quality.

4.8. Gender Gap

Gender gap is a strongly felt issue by the Wikimedia movement and WMI, which commits to fill this gap with a series of activities.

In the last few years many ad hoc initiatives designed by WMI members have been carried out, among which: *WikiDonne*, a project that consists of a series of events targeting women (both past and still ongoing), *project GLAM/8 marzo 14*, which led to the proposal of creating *Laboratorio Femminismi*, *"a meeting place to coordinate the work for articles regarding feminism, its history, its areas of interest and people related to it"*, aimed at enriching articles on important female figures in history.

In the period of time between March and October 2015, the activities of two of WMF committees for the allocation of funding (namely, the Grant Assessment Committee and the Individual Event Grants Committee) will be dedicated to financing projects aimed at reducing gender gap. Even WMI wants to engage to this regard, with activities designed to increase women involvement.

Gender gap can be approached from two perspectives: in terms of shortage of female editors and in terms of inadequate involvement of women in WMI's initiatives.

In order to increase women contributors, WMI aims to strengthen projects with libraries, museums, schools, etc. The experience of the past years taught us that projects with schools and GLAM projects have been particularly effective in the retention of users more than individual events: the GLAM user base, particularly rich in women, promises to become the most effective to the issue in question. Moreover, the presence in schools allows us to have to do with an equally distributed audience.

WMI has also planned an initiative aimed specifically to increase articles relating to women, an editathon in each of the regions in which GLAM projects are more present. This project will take place in the month of March, internationally recognized as the month for women's rights.

4.9. Wikimania Esino Lario 2016

Wikimania is the annual world conference of the volunteers of Wikipedia and Wikimedia projects, organized each year by a local group in a different city in the world.

The conference unwinds in parallel sessions: different activities, such as discussions with distinguished guests, closed meetings for discussion and working sessions related to individual Wikimedia projects, take place at the same time in different convention areas. This initiative is always open to the public and roughly a thousand people attend it every year. Starting from 2005 the event has been hosted in the following countries: Germany, USA, Taiwan, Egypt, Argentina, Poland, Israel, Hong Kong and the UK.

Wikimania 2015 will be held in Mexico City and Wikimania 2016 will be held in Italy, in Esino Lario, a mountain village in the Province of Lecco located between Lake Como and Valsassina.

The eleventh Wikimania edition in Esino Lario arises from an idea which is certainly different from those which gave life to the previous editions; its main objective is to create a widespread event involving a large territory, aimed at involving all citizens and being something different from a major conference hosted in a central location in a world capital. Wikimania Esino Lario also aims to promote the knowledge and use of the Internet among its local population.

The promoter of the event is Ecomuseum Grigne, which enjoys the support of some partners, including WMI and Wikimedia Switzerland. The project management is handled by a group of over 50 volunteers and 20 institutions.

WMI will be involved both in the preparatory phase prior to the conference and during the event, from June 21 to 28, 2016. In the period of time right before Wikimania, WMI staff will support communication and promotion, spreading the news about Wikimania through its fortnightly newsletter and other media, such as WMI's social networks. During the conference (for 7 days) three staff members will be registering participants.

The involvement of WMI could increase if the project *"Wikimania Esino Lario – Being cultural protagonists offline and online"* presented by Ecomuseum Grigne were to be selected among the winners of Cariplo Foundation's grant competition and be co-financed. In this scenario, WMI would receive a contribution of € 20,000, in exchange for extra work.

Specifically, the Association will be required to network with public institutions in Lombardy in order to involve them actively in the Wiki world and in a local spinoff of WLM. WMI has the task of creating a network of schools, museums and libraries in Lombardy, and to take action in organizing Wikigite and excursions. In order to promote and enhance the competition in the area, it is important that WMI supports institutions and follows the process leading to the release of the necessary authorizations. In addition, the Association will also be involved in two meetings with the Mountain Community (extra municipal public governing body), during which Wikimania will be presented, together with Wikipedia and WMI, as valuable promoters of cultural heritage, and OSM, as a useful tool for documenting geographic territories.

Since Cariplo Foundation's grant is uncertain, the € 20,000 have not been inserted in WMI's provisional budget.

5. STRATEGIC OBJECTIVES

5.1 Strategic objectives for GLAM projects | libraries

The strategy for the current year is to consolidate existing relationships in order to replicate projects that are already planned for the years to come. This means inevitable work on the structure of volunteers and recruiting "fresh forces".

Initiative-wise, training courses for librarians will continue, in order to provide them with the necessary skills to operate profitably on Wikimedia projects (including Wikidata, for a project to import BNCF's bibliographic data is in the planning stage) and increase the number of shared materials with free license such as Creative Commons.

Collaboration on the "Wikipedian in Residence" model will be more and more encouraged. According to this model a Wikipedian becomes part of the staff of a cultural institution for a limited period of time in order to find every possible form of promotion of its heritage and to train its staff to continue the work autonomously. This model allows the greatest possible result from collaboration, since two very different cultures, the Wikipedian and the librarian one, have a chance to meet.

The efforts towards library users aimed at making the contribution to Wikimedia projects a "fun" experience will also continue. The goal is both to reach a satisfactory level of "literate"Wikipedian operators in Italian libraries, but also to recruit new users for Wikimedia projects. This specifically refers to bibliohackatons and Wikisource workshops; at the end of June, a rereading contest will be held at BNCF and another contest will be organized on the occasion of the birthday of Wikisource, in late November/early December.

A bibliohackathon will be organized in collaboration with the National Central Library, with the aim to assess the feasibility of managing and cataloguing of bibliographic data through Wikibase, the extension of MediaWiki underlying Wikidata.

Great potential can also come by the agreement (signed last March 10) with ICCU, which among its other functions it oversees the National Library Service and many other projects related to the management bibliographic data. The agreement explicitly states the intention of the Institute to gradually release the wealth of data collected from its projects, on the basis of specific agreements, so that it is integrated on the Wikimedia projects and OSM.

Agreements with trade Associations are crucial for libraries as well. In this case the main trade Association is the Italian Library Association (AIB), with which WMI is already in touch. Such relations that have led to the creation of the first courses for librarians carried out by WMI and the goal is to reach a stable agreement for offering professional courses throughout Italy, involving volunteers and paid staff. A standard training offer to be proposed to target different libraries will be crucial in this regard. Being able to obtain the support of a body such as AIB may prove decisive for communication and to increase general awareness concerning GLAM projects (promoting the work with libraries is closely related to the increase of WMI's brand awareness). Participating in

major national and international librarians conferences, like Convegno Stelline and the 2016 IFLA (International Federation of Library Associations) in Paris, will also contribute to WMI's brand awareness.

The initiatives carried out with libraries will also be promoted on dedicated mailing lists (AIB-CUR, the national list of library operators with over 6,000 subscribers) and press releases will be directed to specific trade publications.

As part of the work with the libraries, a review of the help pages and documentation pages concerning the Wikisource project is possible (it should be the work of a professional).

Writing documentation is a classic weak point of collaborative projects, because it is a complex action that requires the cooperation of experienced members and new members. It is, above all, a boring activity the volunteers would prefer to avoid.

WMI is strongly promoting Wikisource. It is an ideal project to be proposed to libraries, which often need to digitize ancient books and documents. It is a project easy to present. Recent experiences with libraries in Trentino prove it. Wikisource "barriers to entry" are lower than those concerning Wikipedia, but not low enough. This is the reason why a professional should be involved in order to improve help pages (which are obsolete in Wikisource in Italian), fact that could improve the participation of new users.

In support of these activities a quality control initiative will be carried out and specific tools for measuring performance through appropriate qualitative (questionnaires to be administered ex ante and ex post) and quantitative (Wikimetrics/Education extensions) indicators will be implemented.

5.2 Strategic objectives for GLAM projects | libraries

After carrying out an analysis of the GLAM museum projects, a process that will quickly create relationships with new institutions that play a strategic role and consolidate existing ones has been outlined.

The above mentioned agreement signed on March 12 with ICOM Italia and the relationship started last January with Museimpresa contribute to this goal. Museimpresa in particular represents a very interesting target for us since the kind of museums that it represents stem from companies that are more sensitive to the issues of shared culture (they were created to promote the culture of the corporation they stem from) and have financial resources to invest in cultural initiatives.

The collaboration with ICOM Italia and Museimpresa may generate opportunities to implement initiatives in favour of the museums that they represent, such as conferences, training courses for museums professional concerning ongoing Wikimedia projects and their application in the field of cultural heritage. Wikipedia (free online encyclopaedia) projects and Wikimedia Commons (repository of multimedia content) projects are of sure interest to museums. This means that collection curators might benefit from possible training and dialogue initiatives. The content of these initiatives may vary from basic literacy on compiling encyclopaedia articles (e.g. for items related to artists or disciplines covered by the museum) to promoting their own iconographic material on museum-related articles, in the different language versions of Wikipedia.

Editathons can also be organized in museums with the aim to create or improve Wikipedia articles by putting experienced Wikipedians and collection curators with specific skills and documentary sources in direct contact. Wikipedians will convey specific expertise and available documentary sources of Wikimedia projects.

The "Wikipedian in Residence" model will be promoted among museums just as it will be among libraries, with the aim to allow the release of museum heritage material which will then be loaded with free licenses on Wikimedia Commons. Some national authorities and specific events inside the museum network can bring significant added value in terms of released materials. Communication will play a strategic role; press releases will be sent out in the occasion of major initiatives and social networks will be massively exploited.

Please refer to the section on performance measurement for a detail on the strategic objectives and actions.

5.3 Strategic objectives for educational projects

Interacting more and more with the world of education is strategic for WMI. This will lead to more intense relationships, expand our network and, above all, review our strategy in a more organic and structured way. The long-term goal for WMI is to be able to affirm itself on a national scale as an important partner for schools, offering education thanks to the modern and dynamic characteristics of the Wiki system, also encouraging students to be part of the Wikipedian community and remain active users even when a specific school project is over.

The first action to be taken is to define a regionalised working structure, with a number of regional representatives who report and interface directly with the national representative of school projects, which, in turn, will report to the Project Manager for school projects within the Executive Board. In the immediate future, these representatives will be identified in the regions where there have already been positive experiences and where the community of volunteers is more active (Lombardy, Piedmont, Veneto, Emilia Romagna, and the Autonomous Province of Trento). Then we will try to extend the network to other regions with the ambition to cover the whole country in the long run.

Regionalization, however, will go hand in hand with a more homogeneous format of school projects and with the identification of a set of standard activities, documentation for lessons and an information pack to be exploited for all future projects. We are still open to the possibility of meeting specific school needs and implementing specific projects.

This kind of organization needs a greater commitment from the volunteers' community. Once available Wikipedians have been identified (thanks to the work of the regional representatives), they will be followed and supported by WMI in organizing internal training held by expert Wikipedians.

Another objective is to strengthen the relationship with strategic partners. The actions in this area will aim to obtain meetings with regional school boards and school Associations (teachers, principals, leaders, etc.), presenting possible projects and suggesting that Wikipedia is included in refresher courses for school staff.

A great deal of attention will be reserved to universities. Universities will be contacted and internship will be organized at WMI. These internships will have to enjoy the supervision of university teachers (there are some within the Italian-speaking community of Wikimedia projects), will focus on creating and correcting Wikipedia articles related to the student's specific subjects of study and involve the recognition of credits as extracurricular activities. It will be our goal to try and establish constant communication with universities, with recurring moments to exchange views and to present the results achieved with speeches and case histories presented in university seminars.

In order to reach a national scale, in the second half of 2016, a solidarity SMS campaign will be carried out to raise funds that will finance an action on Italian schools on a larger scale.

5.4 Strategic objectives for Wiki Loves Monuments

Strategic objectives

The objectives and actions for the 2015 WLM Italia edition are fully consistent with WMI's vision and long term goals. The success of WLM is also a cornerstone for WMI trying to establish itself as national reference player of open culture. Besides being WMI's most popular project, WLM is also one facing the harshest legislative and political hurdles. WLM will reach its final goal once the legal frame that currently limits the spread of photographs of Italian monuments has become more liberal. However, to reach this ambitious goal we need to start lobbying activities "from above" (pressure at parliamentary level) and promotion activities "from below."

We will act in terms of positioning, trying to strengthen WMI's brand-awareness, promoting a change in perception towards WLM. The message has to come around strong and clear, through events and a specific editorial plan: *WLM is a project by WMI*. In order to strengthen the image and reputation of WLM, WMI will expand its network in relation to the competition, looking for new partners and new strategic players proposing ad hoc projects (e.g. Wikipedians giving speeches at their meetings) and involving famous photographers and architects as WLM ambassadors.

Besides networking, fundraising becomes crucial. The first step will be a monitoring activity towards public grants supporting cultural activities, bank foundations and other Associations. The second step will be to look for financial sponsorships specifically. The long-term goal is definitely to increase the number of partners providing financial support. However, given Italy's difficult economic situation, we must at least aim to confirm existing in kind/financial sponsorships.

Volunteers and local areas promotion will play a very important role. Volunteers are the soul of Wikimedia projects, and this is also true for WLM. An immediate action will be to re-contact the members that contributed to WLM in the past, which will aim to engage new people in their area. Moreover, a large number of "friends", about fifty, recently involved in a survey, stated that they would like to participate actively and they will be contacted. The medium-term goal will be to implement a stable volunteers team at least in those regions where their presence is higher (Lombardy, Veneto, Piedmont, Emilia Romagna, the Autonomous Province of Trento), appointing a regional representative working as an liaison between the local group and the WMI's central

structure. In the long run, the goal is to extend this system across Italy. The emergence of local groups of volunteers will lead to a greater involvement, with the hope that WLM local editions will also grow, as it happened in Emilia Romagna and in the province of Asti. This provides the frame for more actions such as closer relations with Italy's largest municipalities, especially if regional capitals and/or province, or with superintendents or councillors for local culture and heritage.

The participation of WLM within an important national photo festival (Toscana Foto Festival) has recently been confirmed. This will generate indisputable returns in terms of visibility and relations with the world of photography. We will concentrate our efforts on Lombardy, where we will push for the organization of a local edition WLM: Expo 2015 in Milan and Wikimania 2016 at Esino Lario are opportunities to be seized. We will therefore do everything in our power to strengthen WLM's presence in the region.

This strategic plan will not divert staff from their regular activities supporting participants and requesting authorizations to municipalities. However, the focus on bigger cities and the regional scale of action will also allow us to get in touch with local institutions and politicians who are likely to climb up to a national level.

This way bottom-up actions go well together with top-down lobbying activities aimed at overcoming the Urbani Code.

Lobbying

As pointed out in the previous paragraph, WLM has faced several difficulties for its implementation in Italy since its launch. The competition, created in 2010 in the Netherlands, has rapidly expanded across Europe, but Italy had to wait until 2012 for its first edition. Still today, the main difficulty for its unwinding is the Urbani Code (Legislative Decree no. 42/2004 *"Code of Cultural Heritage and Landscape"*), which in Article 107 paragraph 1 provides that *"the Ministry, the regions and other local governments may allow reproduction as well as the instrumental and precarious use of cultural heritage that they have received, subject to the provisions [...] on copyright*. The interpretation of this article confines photographic reproductions of cultural heritage to authorization by the bodies responsible for its safekeeping. Moreover, Article 108 of the same decree provides that for these reproductions the public managing body may require payment of a fee or a license fee. In summary, the Urbani Code extends characteristics similar to those of copyright also to works that are no longer subject to the constraints of copyright, for example, architectural works whose author died more than 70 years ago.

In order to launch WLM in 2011, WMI initially tried to come into direct contact with the Ministry of Heritage and Cultural Activities (MIBAC), which committed to providing a list of monuments eligible to be reproduced. After that, however, top personnel in the Ministry were either transferred or replaced for political reasons. Thus the project had a stop and WLM could not go live in Italy. This experience confirmed the need to undertake lobbying activities, in order to try and overcome the constraints of regulations that challenge the full unwinding of Wikimedia projects in Italy. These constraints are not limited to WLM and the material uploaded on Wikimedia Commons, but they also extend to other projects and activities carried out by WMI, e.g. projects with museums, libraries and archives within GLAM.

The strategy put in place by WMI in recent years has followed a bottom-up approach, which caused WMI's staff a huge amount of work. Over the years, the staff reached out to over 1,000 municipalities and institutions responsible for cultural heritage, requiring authorizations. One can easily understand that this gave way to an operation of prohibitive size: considering the public sphere only, the Italy's cultural heritage involves over 8,000 municipalities, more than 100 provinces, 20 regions (divided into ordinary and special regions, with different levels of expertise concerning cultural heritage) and many other specific entities. Moreover, the vast majority of these institutions is not equipped with a list and description of all the cultural sites under their jurisdiction. The engagement work towards the Public Administration proved its effect during the latest WLM edition: in 2014 about 4,500 monuments were "released" and 273 municipalities participated. This is a good result, but, when compared to the total number of Italian municipalities (8,047 as of March 2015), one cannot certainly believe that the final goal has been reached.

The top-down and bottom-up work carried out over the years allowed to organize WLM Italia from 2012, achieving results of indisputable value in terms of quantity and quality, but there is still much potential to be expressed.

Thanks to the relationships established with the Ministry of Culture, we came to realize the importance of WLM (*"We have chosen to join the WLM project because we believe that it is a great way to experiment the active involvement of our countrymen in the discovery and sharing of our historical and artistic heritage"* - note of the Ministry of Heritage and Culture, September 10, 2012). However the existing regulatory framework wasn't modified at all.

All this shows the need to implement a strong, strategic and organized lobbying activity, with the help of a professional lobbyist. A long-term vision and a unified message to be conveyed are crucial in order to avoid the dispersion of energies (individuals' initiatives) and to maximize results.

5.5 Strategic objectives for OpenStreetMaps

The strategic objectives are:

- At an organizational level, obtain WMI's recognition as an official OSMF branch;
- In terms of strategic relationships, sharing data coming from regional information systems, thanks to the signing of new agreements with Italian Regions;
- In terms of marketing, organize strategic events, able to get us closer to players of our interest, such as the Civil Protection, the Government, universities and Associations (disabled, visually impaired);
- Among the possible new areas of development: paid consulting contracts for the extraction of OSM data and training courses for its use;
- Promote OSM as an open tool within WMI's projects and an increase in awareness of OSM's potential among operators and users, through print advertising and specialized press.

5.6 Strategic objectives for Wikipedia in Italian

In order to find a solution to the well-known problem of user retention, the goal is to be able to set up an adequate support structure. WMI plans to relaunch OTRS (Open-source Ticket Request System) in Italian with internal training, following and adapting the German experience, through the creation of internal training sessions for operators on priority issues, opening dialogue with users and the community of Wikipedia in Italian about the need to increase the visibility of guideline pages (possibly better integrated and amended) and the possible creation of a Skype line.

The increase in article quantity and quality necessarily entails being able to bring new users to Wikipedia. To this extent WMI's tasks are mainly organizational and communicative. At an organizational level, WMI will increase the number of projects with schools, organize bibliohackaton and editathon and strengthen GLAM projects. In terms of communication, WMI will focus on library users, create specific information material and a communication kit (based on the experience gained with WLM).

Another strategic action that aims to raise the level of articles quality is the signing of agreements with Italian universities for the activation of internships, in which students create and/or modify articles relating to the subjects of their dissertation.

A further action - whose implementation is to be agreed upon with the community - is the creation of a landing page or a "Welcome program" showing Wikipedia and WMI's other projects, which integrates the efforts so far made by the community in this regard and amends redundancies, similarly to that it planned for OTRS.

Specific actions against gender gap will be the creation of targeted activities for women's participation.

6. PERFORMANCE MEASUREMENT: KPI'S

6.1 Volunteers

STRATEGIC OBJECTIVES	PROGRAM OF ACTIONS	ACTIONS	KPI	EXPECTED OUTPUT/OUTCOME 2015	EXPECTED OUTPUT/OUTCOME 2016
VOLUNTEER STRUCTURE AND COMMUNITY ENGAGEMENT	Organize volunteers with geographical criteria/according to projects involvement, identifying for individual projects/groups of projects (subject to availability): regional representatives who report to a national manager, who reports to the Project Manager / Board of directors	WMI's governing bodies are to approve a resolution	Approval of the necessary resolutions	Resolution approved by April 15, 2015	
		Brainstorming in order to identify the representatives	1. Number of brainstorming activities 2. Number of representatives identified 3. Number of active representatives	1. At least 1 brainstorming round by May 2015 2. At least 1 national representative and 1 regional representative (for the most active regions) by April 2015. 3. At least 3 active representatives (each of them will manage at least 3 people by the end of 2015)	1. At least 1 brainstorming round by April 2016 2. At least 1 national representative for 3 new regions by April 2016. 3. At least 5 active representatives (each of them will manage at least 3 people by July 2016)
	Recruiting new Wikipedians	Internal training open to Wikipedians in order to encourage them to work on Wikimedia and OSM	1. Number of meetings 2. Participants 3. Number of people participating in at least one initiative	1. At least 1 meeting by April 2015 2. At least 15 people attending 3. At least 10 people participating in projects by the end of 2015	1. At least 1 meeting by April 2016 2. At least 15 people attending 3. At least 10 people participating in projects by July 2016
	Standardize the offer	Create new frameworks for courses; proposals for institutions involved in WMI projects	Number of frameworks and proposals	3 - 4 courses frameworks for each project and proposal letters for initiatives by April 2015	

6.2 GLAM projects | libraries

SCOPE	STRATEGIC GOALS	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
PROJECTS	Initiatives to involve users and libraries to make the contribution to Wikimedia projects Wikimedia/recruit new contributors "fun"	Bibliohackaton	1. Number of events. 2.Number of participants 3.Number of participants that remain active users	1. 1 events in April 2015 (Florence, literature references and Wikidata) 12 selected participants 3. 2. Setup of a stable work group by the month of June 2015.	1. 1 event to be defined by September 2016 2. 25 event participants by September 2016 2. At least 30% of participants will still be active users within one month from the event
			4. Start designing a model of bibliographic information for Wikidata (?)		
		Workshops on Wikisource in libraries (coderdojo Padua and Bologna)	1. Number of cities involved	1. At least two cities by November 2015 2.At least 10 participants 3. 20% will still be active users within one month from the event	1. At least one per month from January 2016 2. At least 15 participants 3. 30% will still be active users within one month from the event
			2. Number of participants 3.User retention		
		Competition on re-reading Wikisource with the National Central Library of Florence in late June	1. Number of reread pages	1. At least one by July 2015 2. At least 15 participants 3. 20% will still be active users within one month from the event	1. At least one city by July 2016 2. At least 20 participants 3. 30% will still be active users within one month from the event
			2. Number of participants		
			3. User retention		
		Rereading competition on the occasion of the Wikisource birthday from Nov 24th to Dec 1st	1. number of pages read again	1. 2000 pages reread during the event (from Nov 24th to Dec 1st 2015)	1. 10% increase in reread pages during the event (from 24.11 to Dec 1st 2016)
			2. number of formatted pages	2. 1000 pages formatted	2. 10% increase in formatted
			3. number of participants	3. 100 participants	3. 10% increase in the number of participants
			4. user retention (no edit before, at least 5 months after the edit)	4. 3% of new users	4. 3% of new users
PROJECTS	Strengthen initiatives that are already in place with libraries	Training courses for librarians	1. Number of courses for personal libraries 2. User retention	1. At least one training course in Veneto, one in Brescia, one in Turin by 2015 2. Uploading material to at least 20% of librarians	AIB Courses: see expected output / outcome 2016, row "STRATEGIC NETWORKING"
PROJECTS	Transmit the industry skills to operate on Wikipedia / increase the number of shared materials	Promote collaborations with institutions for Wikipedian in Residences	Number host institutions Wikipedians in Residence	1. at least one new BNCF; at least 1 in ICCU by the end of 2015	At least one new Wikipedian in Residence by spring 2016
		Promote the release of materials	N. of "released" books	About 1000 by July 2015	About 1000 by July 2016
PROJECTS	Synergies with other WMI projects	Wikidata: create a project concerning the import of BNCF bibliographic data on Wikidata	1. Establish a work flow replicable; 2. Number of bibliographic records inserted;	1. Work flow created by the end of 2015 2. No base line available	
STRATEGIC NETWORKING	Forge strategic relationships with institutions	AIB convention (Association of Italian Libraries)	1. Effective signing of an agreement 2. Number of courses made	1. Agreement signed with AIB by the end of 2015 2. At least two courses organized	1. At least 15 courses organized with AIB from January to December 2016

				with AIB (1 in central Italy, 1 in southern Italy)	
COMMUNICATION	Increase awareness about GLAM projects. Promotion of the work carried out on libraries and related to increase of WMI brand awareness	Building an internal database of specialized press (e.g. Studies AIB, AIB news, Libraries today JLIS, Digitalia)	No press releases to specialized press	At least one press release for every major initiative (e.g. competitions, workshops, conventions, etc.)	At least one press release for every major initiative (e.g. competitions, workshops, conventions, etc.)
		Send messages through AIB CUR and Bibl and Wikip	No emails sent	At least one email to one of the lists (AIB CUR, Bibl and Wikip) before each initiative carried out with libraries	At least one email to one of the lists (AIB CUR, Bibl and Wikip) before each initiative carried out with libraries
		Stelline Conference 2016	1. New members of the list;		1. At least 25 people registered at the conference in March 2016;
			2. Number interventions (speech);		2. At least 2 interventions;
			3. Wikipedians involved		3. at least 5 Wikipedians involved
		International Paris IFLA Event	Participation in talk		Participation in at least one talk at the conference to be held in August 2016
		Conventions	1. Number conferences 2.Number of librarians who sign up to the mailing list		1. At least 5 conferences by 2016 2. At least 20% of participants sign up to the mailing list
QUALITY CONTROL	Introduction of tools for performance measurement	Qualitative indicators. Questionnaires ex ante / ex post (e.g. A questionnaire after 6 months)	1. Preparation of questionnaires 2. Administration questionnaires 3. Collecting and reading data	1. Questionnaires ready by April 2015 2. Questionnaires sent within 6 months after the end of the training courses 3. Status report every six months	2. Questionnaires sent within 6 months of completion of the training courses. 3. Status report every six months
		Quantitative indicators.Wikimetrics / Education extension	Provision of a system of quantity indicators	Quality indicator ready by June 2015	

6.3 GLAM projects | museums

SCOPE	STRATEGIC OBJECTIVES	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
STRATEGIC RELATIONS	Develop relationships with representative bodies of museums (museum associations)	a) Sign an agreement with ICOM	1. Agreement signed 2. ICOM initiatives in order to support GLAM projects	1. Agreement signed by the month of March 2015 2. Definition of joint actions by April	
		b) Sign an agreement with Museimpresa	Agreement signed	Agreement signed within the month of June 2015	
		c) Organize conferences / meetings presenting Wikimedia initiatives to ICOM / Museimpresa members	1. Number of conferences 2. Number of conference participants	1. At least one per institution 2. At least 15 participants	
PROJECTS	Develop relationships with special museums for ad hoc projects	a) Museo Galileo	Number of uploads on Commons	At least 100 images by the month of September 2015	
		b) "Month of training on museums"	Number of ICOM museum adhering	At least 3 ICOM museums participating after 1 month from conference presentation	At least 3 ICOM museums participating after 1 month from conference presentation
		c) "Month of training on corporate museums"	Number of corporate museums adhering	Al least 3 corporate museums participating within 1 month from conference presentation	Al least 3 corporate museums participating within 1 month from conference presentation
RECRUITMENT VIA WIKIPEDIA	Recruitment campaign for Wikipedians who then become Wikimedians	Wikipedia campaign	Number of new GLAM operators	10 people	10 people
STEADY COLLABORATION WITH MUSEUMS	Wikipedians in Residence	Encourage of public/private museums, ICOM museums / Museimpresa corporate museums to host Wikipedians in Residence and share their cultural heritage on Commons	1. Number of institutions hosting a resident Wikipedian 2. Encyclopaedic value 3. Ability to effectively use these results in other Wiki projects 4. Number of images per institution	1. At least 2 in 2015 4. At least 100 images from public museums/at least 20 from a private museum	at least one museum	1. At least 2 in 2016 4. At least 100 images from a public museum/ at least 20 from a private museum	at least one museum
	Wikipedians in Residence	Scholarship for Wikipedians to be included in the staff of Museums with significant iconographic material to share	Number of scholarships	1 scholarship by December 2015	1 scholarship by June 2016
PROMOTION / MARKETING	Strategic events	Participation in an ICOM conference (International Council of Museums)	1. Speech within the conference (institutional presence alongside ICOM Italy)		1. At least one speech
COMMUNICATION	Relations with the press	1. Press releases for major initiatives 2. Social networking	1. Press releases	1. For the most relevant initiatives	1. For the most relevant initiatives

6.4 Educational projects

SCOPE	STRATEGIC OBJECTIVES	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
ORGANIZATION	Promotional push / standardization of the offering	Create standard programs to be presented, information material kits designed specifically for schools	Effective implementation of programs and creation of information kits	Implementation of programs and information kits ready by May 2015	
	Documenting undertaken initiatives	Create pages in regional internatl Wikis	Actual pages creation	Pages created by April 2015	Enrichment of Internal Wiki pages
QUALITY	Train the trainers	Provide internal training to members that have relations with schools on how to be "good trainers" and featuring pedagogy seminars	Number of seminars	At least one seminar by October 2015	At least one seminar by May 2015
	Measurement	Introduce ex ante and ex post questionnaires	Questionnaires creation	Questionnaires ready by May 2015 | from that moment on, systematic send-out of the same	Systematic send-out of questionnaires
PROJECTS	Enhance dialogue with local stakeholders pursuing training purposes, starting from the Regions with more active members (Trentino, Emilia, Veneto, Lazio, Lombardy)	Offer courses to 1. Associations of school directors/leaders (through a letter, an event or other contact methods - the most effective has to be identified) 2. Regional school boards	Number of participating school classes in the Regions surveyed	At least one school in one of the 5 target Regions by December 2015	At least two schools in the target Regions by April 2016
		Provide a lecture as part of an IPRASE training course for teachers in Trentino / principals	Number of teachers who ask for courses on Wikipedia, out of the total number of participating teachers	30%	30%
	Implement extracurricular initiatives with school and with Universities	Pilot project with APT (tourist boards) in Trentino	1. Drafting of the project. 2. Implementation of extracurricular initiatives. 3. Number of schools involved	1. Project by the end of June 2015.	2-3. At least 1 extracurricular activity by May 2016
	Implement a nation-wide project training students on the potential of Wikipedia and encouraging	Create a nation-wide training project with content resulting attractive to an audience of young people selected and suggested by	Project	Project implemented by June 2015	

		them to become part of the Wiki community	WMI (e.g. Issues related to immigration and integration)			
			1. Solidarity SMS campaign	1. Start of the campaign 2. Sums raised	1. Campaign started by June 2015	1. Project carried out in at least five Regions from autumn 2016 2. At least 66.000 euro raised by september
NETWORKING	Create relations with Universities	Activate internships under the supervision of university teachers with university students for creating and correcting Wikipedia entries on specific issues with the recognition of credits as extracurricular activities	1. Number of internships 2. Number of modified / created Wikipedia entries 3. Trainees user retention	1. Placements all year around 2. At least 3 3. The trainee remains a contributor within one month from the end of the internship	1. Placements all year around 2. At least 3 3. The trainee remains a contributor within one month from the end of the internship
		Speeches / short courses in the frame of University courses	1. Number of speeches/short courses 2. Number of students 3. Number of students who become contributors		1. At least one speech, presenting the results of the internships project
	Create relations with UNITRE	Seminars on Wikimedia knowledge base and operation for Unitre attendees	1. Number of seminars 2. Number of participants		1. At least one seminar at Unitre 2. At least 10 participants

6.5 Wiki Loves Monuments

SCOPE	STRATEGIC OBJECTIVES	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
VOLUNTEERS	Recall past contributors to WLM	1. Personal calls 2. Identify regional managers (recruitment meeting in April 2015)	1.2. Number of regional managers (Veneto, Lombardy, Trentino, Piedmont, Emilia Romagna)	1.2. 5 managers identified for the target regions by April 2015	At least equal to the 2015 output/outcome
	Involve new partners in creating lists and in the pre-jury	Engaging events	1. Number of regional gatherings 2. Number of new members who participate as volunteers in creating lists and to pre-juries	1. At least 1 gathering in three regions 2.At least 3 volunteers involved in the creation of lists and pre-jury	1. At least 1 gathering in three regions 2.At least 3 volunteers involved in the creation of lists and pre-jury
CONTEST	Authorizations by municipalities	Email send-out requiring authorisation for the monuments "release"	1. Number of authorization for new monuments 2. No. new municipalities participating in the contest	+20% (in relation to 2014)	+20% (in relation to 2015)
	Increase in the number of images uploaded	Increase the number of images uploaded per participant	Number of uploads	At least equal to 2014	At least equal to those of the previous edition
	Definition of a Jury	1. Increase in the number of professional photographers	1. Number of professional photographers involved	1. At least two professional photographers	1. At least two professional photographers
INSTITUTIONS ENGAGEMENT	Insert WLM events in the program of significant cultural events	Connect to associations and photography festivals	Number of photography festivals	At least one photography festival	At least one photographic festival
	Obtain the cooperation of Regions	Meetings with regional Superintendents and with regional councils	1. Number of meetings 2. Number of official letters of patronage issued by Regions / Superintendents	5 letters by the end of June	3 new Regions (including, e.g., Friuli Venezia Giulia, Tuscany, Marche, Lazio, Campania)
	Strengthen WLM in Lombardy in view of Wikimania 2016	Organize events in schools / museums / other institutions	Number of events	1. 5 public institution 2. 2 libraries 3. 5 schools	1. 5 public institution 2. 2 libraries 3. 5 schools
COMMUNICATION	Create an events plan 2015	An inaugural event A half-year Promotional Event Wikigite Year-end awards ceremony	1. Number of journalists attending 2. Number of Wikigite 3. Number of participants in Wikigite who upload photos on Commons	1. At least five journalists from the national press 2. At least 5 Wikigite of which one combined with OSM mapping 3. At least 15% of participants	1. At least five journalists from the national press 2. At least 5 Wikigite of which one combined with OSM mapping 3. At least 20% of participants

		1. Change of perception and of communication message: "WLM is a project of WMI" 2. Coordinate the WLM editorial plan with the overall WMI editorial plan 3. Issue a questionnaire at the end of the WLM edition in order to check the percentage of users that associate WLM to WMI	1. Number of press clippings where WMI is associated to WLM. 2. Questionnaire to users to verify the number of people making the correct association	1. At least 60% press 2. At least 50% submitting	1. At least 80% press 2. At least 70% submitting
	Strengthen WLM communication for a higher WMI brand-awareness WMI				
	Strengthen WLM communication with new means/new media	Communication on traditional media and social media (implement Instagram)	1. Site update, social accounts 2. Press releases related to national and local events 3. Open an account Instagram tied to WLM 4. New WLM newsletter subscriptions that come from social networks	1. Updating at least twice a week from April to October 2015 2. 1 press release for each event from April to October 2015 4. 10% increase in newsletter subscriptions	1. Updating at least twice a week from April to October 2016 2. 1 press release for each event from April to October 2016 4. 10% increase in newsletter subscriptions
	Technical support for contest participants	FAQ published on the Wikimedia website; email supportowlm@wikimedia.it	1. Creation of FAQs and support email address 2. Email response time	1. Creation of FAQs and support email address. 2. Evasion of requests within 3 days	
FUNDRAISING	Search for sponsors	Fundraising through grants/tenders	Number of participation in grant programs/tenders	At least one participation	At least one participation
		Fundraising through technical / financial sponsorship	1. Number of technical sponsorships	1. At least those of 2015 (Euronics, Sony, Archeomatica)	1. 2 additional sponsors
NETWORKING	Increase the number of technical partners	Suggest strategic players to join WLM	1. Number of technical partners	FIAF, Touring Club, WWF Italy, Lipu (2015)	At least two more than in 2015
LOBBYING	Increase the awareness of institutions on the need for change of the Urbani Code and of the Art Bonus	Ongoing lobbying activity carried out by a professional	1. Meetings with political representatives at a national level 2. Press clippings relevant at a national level	1. At least one meeting with a political representative of a national level by the end of June 2015 2. Formulation of a letter of proposal to amend the law 3. At least three clippings in the national press	Follow up of the initiatives put in place in 2015

6.6 OpenStreetMap

SCOPE	STRATEGIC OBJECTIVES	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
ORGANIZATION	Recognition as an official OSMF local branch	Draft documents in order to be recognized as an official local OSM Foundation authority	1. Document drafting 2. Official recognition by the OSM Foundation	1. By the month of May 2015 2. By the month of September 2015	
STRATEGIC RELATIONS / MAP DATA SHARING	Encourage the sharing of regional map data on OSM	a) analysis of existing relation: identify regions with which we have agreements; regions that have already shown interest towards or already use OSM	Drafting a report	By May 2015	
		b) one-to-one meetings with Regions in order to activate new conventions	Number of new agreements with Regions	2 new Regions by the end of 2015	2 new Regions by 2016
		c) encourage Regions to promote the possibility for your local authority to do specific data extractions from OSM	Number of local authorities who apply for data extractions from OSM	1 local authority by the end of 2015	2 local authorities by 2016
MARKETING - STRATEGIC EVENTS	OSM promotion to specific targets: PA / Civil Defence; Universities / Professionals (Architects, Engineers, etc.)	OSM day with PA/architects associations representatives in the frame of the Italian Conference of OSM (organized by the community each year)	1. Number conference participants	1. At least 30	1. At least 50
	Organization of an international event in Italy aiming to create cooperation opportunities, strengthen the community, promote OSM as a WMI project	"State of the map" in Trentino	1. Organization of an event in Trentino in the second half of 2016 2. Number of participants 3. Collaborations with participants		1. At least 50
NEW PROJECT AREAS DEVELOPMENT	Advise local authorities and other players possiblyt interested in OSM extractions or improvements of existing ones (data acquisition, conversion, development)	Regions / local authorities	Number of consulting contracts requested as a result of promotion events	At least one Region asking for a consulting contract within 1 month from the OSM day	At least two Regions asking for a consulting contract within 1 month from State of the Map in Trentino
		Civil protection (prevention of flooding)	Number of consulting contracts requested as a result of promotion events	At least one Civil Protection bodies asking for a consulting contract within 1 month from the OSM day	At least two Civil Protection bodies asking for a consulting contract within 1 month from State of the Map in Trentino

		Companies that use geographical data for special maps: e.g. transport companies; logistics companies; APT tourism boards; events organization	Number of consulting contracts requested as a result of promotion events	At least one company asking for a consulting contract within 1 month from the OSM day	At least two private companies asking for a consulting contract within 1 month from State of the Map in Trentino
		Universities: research projects (e.g. for the visually impaired, for the disabled, etc.).	Number of consulting contracts requested as a result of promotion events	At least one University asking for a consulting contract within 1 month from the OSM day	At least two Universities asking for a consulting contract within 1 month from State of the Map in Trentino
	Training on OSM	Pilot project (training course) for the Pavia Architects Association	1. Development of a pilot training course 2. Number Architects Associations requiring training courses as a result of promotion activities	At least 1 by the end of 2015	At least 3 by 2016
PROMOTION	Promoting OSM as an open project, integrated with other WMI projects	"Mapping parties" in places other than Milan	1. Number of events organized 2. Number of new participants 3. Number of new participants who remain active users	1. 2 events 2. 5 new participants per event 3. 1 per event remains an active user within 1 month after the event itself	1. 4 events 2. 7 new participants per event 3. 1 user for every event remains an active user within 1 month after the event itself
		Massive promotion on social networks			
		Perugia journalism festival in April 2015	1. Number of WMI participants 2. Number of articles after the event	1. At least 3 2. At least 3 articles published within 1 month from our participation to the event	
	Raising awareness among users/operators about the fact that OSM data can be used for diverse purposes, thanks to specific tools	Advertising/articles on specialized press	1. Development of an editorial plan 2. Forecast of advertising on press 3. Request for spontaneous interviews from the specialized press	1. Drafting the editorial plan by April 2015 2. 2 ads published 3. At least two interview requests from specialized press	1. Drafting the editorial plan by January 2016 2. 2 ads published 3. At least three interview requests from specialized press

6.7 Wikipedia in Italian

SCOPE	STRATEGIC OBJECTIVES	ACTIONS	KPI	EXPECTED OUTPUT / OUTCOME 2015	EXPECTED OUTPUT / OUTCOME 2016
SUPPORT	Improve user retention	a) Training sessions for OTRS users in Italian	Number of training sessions	At least one session in 2015	Two sessions in 2016
	Creation of support tools for OTRS in Italian	b) Create a Skype line	Tool implementation	Implementation in 2015	
USERS	Increase the number of users	a) Increased number of activities with schools	See Educational / GLAM projects		
		b) Bibliohackaton			
		c) Editathon			
		Print a leaflet (3000 copies) with an invitation to participate in Wikipedia, Wiktionary, Wikidata, to be distributed through the interlibrary service in libraries in Lombardy	Distribution	Distribution in the libraries of Lombardy by May 2015	
		Create 30,000 bookmarks	Distribution	Distribution in the libraries of Lombardy by May 2015	
		Communication activities			
CONTENT	Increase the quality of content	a) Agreement with the Universities for the activation of internships in which students edit entries related to their final dissertation	Number of partner Universities	3 Universities	5 Universities
		b) GLAM projects	Number of projects	5 projects	10 projects
GENDER GAP	Reduce gender gap	a) GLAM Initiatives to bring women to Wikipedia	Number of initiatives	At least one initiative	At least two initiatives
		b) An event dedicated to women connected with editathon	Conduct the initiative; Number of women attending; Number of modified entries concerning women		Event organized in March 2016; Participation of at least 15 women; change of at least 8 entries for women

7. TIMING: GANTT'S

7.1 Volunteers

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Resolution	■	■																				
Brainstorming per project representatives		■												■								
Meetings for recruiting Wikipedians		■																				
Creation of framework courses and proposals for institutions		■												■								

7.2 GLAM projects | libraries

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Bibliohackaton		FI									FI				█				█			
Coderdojo Padua and Bologna	TN						PD		BO		█	█									PD	
Rereading competition Wikisource/BNCF				█												█						
Rereading competition Wikisource birthday									█	█											█	█
Training courses for librarians				TO			BS			VE												
Wikipedians in Residence		█	█	BNCF	█	█	█				█	█	█	█	█	█						
Materials release		█	█	█	█	█	█				█	█	█	█	█							
BNCF import data project											█	█	█	█	█	█						
AIB convention (training courses)								Center	South		█	█	█	█	█	█	█	█	█			
Specialized press database		█																				
Email to AIB CUR and Bibl and Wikip. Lists		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Stelline Conference 2016															█							
International IFLA Paris Event																		█				
Organisation of conventions											█		█		█				█		█	
Questionnaires ex ante / ex post		█																				
Wikimetrics / Education extension		█																				

7.3 GLAM projects | museums

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Agreement with ICOM	■																					
Agreement with Musei di Impresa				■																		
Conferences / meetings presenting Wikimedia initiatives to ICOM / Musei d'Impresa members		■		■																		
Cooperation with Museo Galileo							■															
Month of training on museums							■															
Month of training on corporate museums							■															
Wikimedia campaign																						
Wikipedians in Residence								■		■						■				■		
ICOM International convention																	■					
Press office	■	■		■			■	■								■				■		

7.4 Educational projects

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Standard programs to be presented		█	█																			
Information kits		█	█																			
Pages in regional "Wikinas"		█	█																			
Pedagogy seminars								█					█									
Ex ante and ex post questionnaires		drafting	█																			
Contact with school directors associations			█																			
Contact with regional school boards			█																			
Related courses								█	█	█	█	█	█							█	█	█
Training courses for IPRASE teachers			█																			
Meetings with APT (tourist boards)			█	█								█	█									
Nation-wide educational project with appealing content														█	█							
Solidarity Sms campaign															█	█			█			
Nation-wide TV videos															█	█						
Internships with university students			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Speeches/short courses in the frame of university courses																						█
Unitre seminars														█								

7.5 WIKI LOVES MONUMENTS

	Feb-15	Mar-15	Apr-15	Mag-15	Giu-15	Lug-15	Ago-15	Set-15	Ott-15	Nov-15	Dic-15	Gen-16	Feb-16	Mar-16	Apr-16	Mag-16	Giu-16	Lug-16	Ago-16	Set-16	Ott-16	Nov-16	Dic-16
Inaugural event	▓																						
Half-year promotional event				▓													▓						
WikiGite					▓	▓	▓	▓									▓	▓	▓	▓			
Year-end award event									▓												▓		
Communication activities		▓	▓	▓	▓	▓	▓	▓	▓	▓			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	
Final questionnaire										▓												▓	
Support tools for participants		▓	▓	▓	▓	▓	▓	▓						▓	▓	▓							
Involvement of volunteers in lists and pre-juries		▓	▓	▓	▓	▓	▓	▓						▓	▓	▓	▓	▓	▓	▓			
Engaging events		▓	▓	▓	▓	▓	▓	▓						▓	▓	▓	▓	▓	▓	▓			
Fundraising through grants/tenders		▓	▓	▓										▓	▓								
Search for technical/financial sponsors		▓	▓	▓	▓	▓	▓	▓						▓									
Connection with associations and photographic festivals						▓	▓											▓	▓				
Meetings with Superintendents/Councilors			▓	▓	▓										▓	▓	▓						
Collateral events				▓	▓				▓	▓	▓	▓	▓										
Suggestion to strategic players to join WLM																							
Email send-out with authorization requests		▓	▓											▓	▓								
Increase in the number of image uploads								▓															
Jury activity					▓	▓	▓										▓	▓	▓				
Ongoing lobbying activity					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

7.6 OpenStreetMap

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Documents in order to be recognized as an official local OSM Foundation authority		■	■																			
Organize volunteers geographically		■																				
Analysis of the relations with Regions		■	■																			
New agreements with Regions			■				■						■							■		
OSM data extractions for local authorities							■						■							■		
OSM day with PA/private companies/professionals								■												■		
State of the map in Trentino																			■			
Consulting contracts with Regioni/local authorities									■											■		■
Consulting contracts with Civil Protection bodies										■											■	■
Consulting contracts with private companies									■											■		■
Consulting contracts with Universities										■											■	
Pilot training course to Architects								■												■		
Mapping parties				■			■						■		■	■	■					
Social network promotions		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		■		
Perugia Journalism festival | April 2015		■																				
Ads on specialized press				■			■						■				■			■		

7.7 Wikipedia In Italian and other Wikipedia projects in Italian

	Mar-15	Apr-15	Mag-15	Giu-15	Lug-15	Ago-15	Set-15	Ott-15	Nov-15	Dic-15	Gen-16	Feb-16	Mar-16	Apr-16	Mag-16	Giu-16	Lug-16	Ago-16	Set-16	Ott-16	Nov-16	Dic-16
Training sessions for OTRS users in Italian							▓							▓								
Creation of a dedicated telephone line					▓																	
Printing and distribution of a leaflet							▓	▓														
Printing and distribution of bookmarks							▓															
Communication on activities in libraries in Lombardy							▓															
Edithaton catering													▓									

82

8. EXTERNAL COMMUNICATION PLAN

8.1. WMI's brand awareness

WMI, at its present stage of growth, faces the need to increase its **brand awareness**, that means increase the level of brand recognition and, consequently, the reputation of its activities, both among its primary target and among the general public. In the most recent months two significant activities, which provided several useful information to improve our understanding of WMI's target audience, were carried out:

- **Facebook Advertising Campaign**: the campaign has not yielded the expected results. WMI, little known among the general public, failed to stimulate the interest of Facebook users, bombarded daily by a large number of advertising messages. The lack of an appropriate landing page linked to the website contributed to this result. The cost per click resulted very high but generated a low conversion rate (70 euro cents per click against an average of 20-25 euro cents per click). Based on the outcome of the initiative, the hired consultant recommended acting as follows: first of all, WMI should carry out a brand awareness action to increase the Association's visibility and awareness about its values; then WMI should launch a Facebook campaign targeting members for donations, addressing only people who already know WMI (fan, email addresses), only as a second step.
- **Questionnaires to donors and former donors**: the answers to the questionnaires confirm the confusion among respondents about Wikipedia in Italian, Wikimedia and WMF. Questionnaires point out that respondents have a hard time correctly identifying WMI's areas of intervention and its peculiarities. It is therefore necessary to act in favour of WMI's brand awareness.

A weakness of the Association is the lack of brand awareness and the difficulty to reach a large audience with the traditional means of communication (mailing lists, newsletters, WMI website, meetings).

The main communication tools used today by the WMI are:

Mailing lists: they are the main tool for the exchange of views among members. They are a convenient tool for mass communications, but invasive for number of emails that recipients receive daily. Their main downside is that they are hard to monitor for who is not used to manage a large flow of communications daily and they end up seeming "elitist" because they exclude those who do not have the necessary experience and/or familiarity with the usual rhythms of the Wikimedia movement.

Newsletters: they are WMI's "showcase" and their use should be encouraged to exploit the potential they offer in terms of visibility and opportunity to talk in depth about the Association with the most suitable tone of voice and style. Apart from the WMI newsletter, an official WLM newsletter is also sent out. These are useful tools for engaging volunteers for different projects. The two newsletters still have a relatively limited firepower (about 2,600 readers for the WMI newsletter and less than 500 for the WLM newsletter). Their potential should be unleashed and put in relation with the new website statistics.

WMI Website: the current website has the advantage of being well known and often visited by members, thanks to its Wiki-like layout. A total redesign is currently in place.

The actions below have an **institutional** purpose: they are ongoing communications actions focused on WMI aimed at promoting its activity, its brand and its values.

8.2. Actions of external communication

Strategic objectives and targets

WMI's main strategic objectives in terms of external communications are the following:

- Increase WMI's brand awareness, to ease fundraising;
- Increase WMI's credibility among third parties;
- Convey the "vitality" of the Association to members and donors;
- Establish a relationship of trust with the press representatives;
- Create a consistent and ongoing communication flow towards the outside world;
- Open communication with institutions;
- Recruit new members and donors;
- Fundraising.

The primary objective of the 2015-2016 communication plan is the growth of WMI's brand awareness: the increase in the number of subjects well aware and well informed about WMI will lead to an audience more receptive to fundraising campaigns, to appeals for the collection of 5x1000 and to calls for engagement into specific events and projects.

These objectives, together with a number of other strategic objectives, translate into a number of actions to be carried out all year around or for limited periods of time: these actions relate both to the acquiring greater visibility and fundraising to finance the Association and its projects. After about one year, such an approach will allow good returns in terms of **visibility** and **"trademark" recognition** on the different media. Actions that do not offer an immediate return in economic terms or in visibility (such as loyalty actions towards the specialized press, which can yield results after a considerable amount of time) will prove useful as well. For example WMI will have an advantage in terms of brand awareness, which - if its increase is pursued consistently – will grow year after year.

The targets of the external communication are **cross** targets:

- The general public (Wikimedians, Wikipedians, people not yet reached by previous communication activities);
- Institutions and national bodies;
- Influencers: schools, universities and training organizations;

- Professional organizations (accountants, public notaries);
- Media professionals;
- Internal public (Wikimedia members, volunteers, donors);

Ongoing activities

Presentations and brochure redesign: graphic identity

Timing: throughout the year/several times throughout the year as needed.

Target: cross and global; acquired and to be acquired.

Goal/materials to create: provide WMI with an appropriate institutional image (photos, brochures, presentations, official campaigns) supporting the Association in all its activities and making it instantly recognizable. Graphics can be used to coordinate the Christmas 2015 and the 5x1000 campaigns.

Description: in order to lay the foundations for a coordinated institutional image to be used over time, supporting the increase of brand awareness, WMI should adopt some key tools.

Activities and means:

Professional photo shootings and post production

Layout of the general WMI presentation updated in 2015

Layout of the decennial brochure

Making of a video for the decennial

Social media and digital content

Timing: throughout the year

Place: web platforms

Target: cross public, acquired and to be acquired, young people

Goal: define publications in advance and plan timing and content in line with events and projects

Description: WMI's communication activities also include the publication of newsletters, the publication of content on social networks and on the WMI blog (in the future): the editorial plan will have to be as detailed as possible and will have specific section for each of the three tools. A constant dialogue between volunteers WMI staff is crucial. The advantages will be a higher visibility, a wider dissemination of WMI's messages for all institutional campaigns and all WMI projects.

Activities and means:

- Communication on social media
- Drafting of WMI blog posts
- Drafting of the institutional newsletter and/or specific newsletters

Social advertising

Timing: throughout the year

Place: WMI Facebook account

Target: Facebook users (general public)

Goal: generate brand awareness for WMI and its projects with emotional messages that reach a large share of the general public.

Description: advertising campaign already developed and implemented at the end of 2014 - second part of the campaign.

Activities and means: creation of one or more specific messages for an audience of selected users. The campaign goes hand in hand with the creation of a landing page of high impact, to entice users to respond positively to the call to action.

Ongoing press office

Timing: throughout the year

Location: internal press office

Target: general press and specialized press

Description: it is useful to support all WMI activities and projects with an ongoing press activity in order to make the best out of the press investments and give visibility to both projects to the institution. Press office activities are divided into: the creation of an institutional press kit with all relevant information relating to the institution and its projects; send out and follow up of press releases in the occasion of events/initiatives/project kick-offs, unwinding and end; direct relationships with representatives of the general and specialized press.

Activities and means:

- Communications by email and telephone (sending out press releases and do telephone recalls when useful)

- Drafting press releases and creating a press kit (staff + spokesperson)

- Distribution of physical/digital press kits at events

- Eco della Stampa (press clippings) - monitoring tool for press clippings with the keywords "WMI"

New website

*Timing***:** by May 2015

Target: potentially, all web users (WMI members and non-members)

Goal: The new website should have a double goal: be the Association's showcase and be a marketing tool.

Description: The site should meet certain requirements, including: being easily accessible, easily navigable, interactive and representative of the Association, being linked to WMI's CRM and feature a shop.

Actions and means:

- Revise, update and enrich texts
- Collect and sort images
- Load content from Wordpress

Gadgets

*Timing***:** by June 2015

Target: members and guests of WMI events; website users (if the website features a shop).

Goal: to support WMI's image and communication with objects that "describe" WMI in time.

Description: the number of gadgets at our disposal is limited so it is useful to consider ordering new ones.

Actions and means: over the past years, the following gadgets have been ordered: t-shirts, sweatshirts, polo shirts, undershirts, shopping bags, mugs, beer glasses, pins. Gadgets were much appreciated during meetings and events. In 2015 the number of gadgets available should be increased in view of the planned activities.

The planned activities to this regards are:

- Print t-shirt with custom 4 colours screen printing
- Print sweatshirts
- Print Wikipedia shoppers bag with custom screen printing
- Print WLM shoppers

Festival delle Libertà Digitali (Festival of Digital Freedoms)

*Timing***:** June 7-16, 2015

Location: Vicenza, within Festambiente.

Target: Legambiente members, WMI members, the general public.

Goal: to recruit new members/donors, to gain visibility among a wide audience and WMI's potential targets; to communicate with the press capitalizing on the visibility offered by Legambiente.

Description: in 2009, WMI organized a Wikiraduno during Festambiente Vicenza, giving life to the Festival of Digital Freedoms (the event repeated in 2011). A new event, always within Festambiente, is planned for 2015: during the event WMI will be present with an exhibition space.

Activities and means:

- Writing and sending out press releases
- Social media communication and newsletter send out
- Stands on-site
- Banners/posters/prints
- Promotional material (gadgets and so on)

Members recruiting event

*Timing***:** October 2015

Location: to be defined (the location of WMI's autumn assembly)

Target: active and potential members

Description: in order to celebrate **WMI's decennial** and **recruit new members** it could be useful to organize a party at the end of the October assembly, during which those who are already members present themselves as "ambassadors".

Activities and means:

- Drafting and send out of press releases (with Maurizio Codogno's support)

- Social media communication and newsletter send out

- Possible location rental

- Catering

- Artists' fee

- Sound system

- Promotional material

- Possibly a photo shoot

Christmas 2015 fundraising campaign

*Timing***:** July-December 2015/January 2016

Target: WMI members and donors (old and new); new audience

Goal: to raise funds in support of the Association and/or specific projects.

Description: every year WMI asks its users to contribute to support the Association with donations during the Christmas period. 2013 was the year in which by far most material was created in order to support the Christmas fundraising campaign. The campaign was given the name "*Support culture*"[8] and in included: a dedicated website (now to be integrated into the new site) and a coordinated ad hoc graphic theme, used on the various media involved (see detail below).

In 2015, the graphic theme should be updated according to the new requirements, capitalizing on WMI's decennial.

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[8] 2013 PROMOTIONAL MATERIAL for the "*Support culture*" campaign: campaign logo; WMI Facebook page cover image; @sostienicultura Twitter background picture; Twitter cover image.
MALE MEMBER: Twitter cover image: FEMALE MEMBER: social network badge for members (the same badge for women members); social network badge for male and female donors; Facebook cover image for male and female members; Facebook cover image for donors; postcard for those who receive a gift subscription (holiday hard copy, holiday digital copy or digital); *culture ambassador* flyer; banners for blogs and sites [whole document here].

Activities and means:

- DEM email send out to the WMI database;

- Letters send out to members and donors (the ones whose email address we have);

- Social advertising;

- Sendout of thank you messages to donors;

- Update of graphics theme;

- AdWords campaign - December 2015 (before starting this campaign, WMI verify if there are any facilitations for associations granted by Google itself);

- Facebook campaign.

5x1000 campaign

Timing: February - May 2016

Target: several targets identified for the campaign. In order to reach each of them a group of specific coherent and complete actions has been planned.

Goal: 5x1000 fundraising campaign and visibility.

Description: launch of a campaign, which repeats every year, to support the 5x1000 fundraising, to entice taxpayers to contribute to WMI.

Activities and means: for **2015** the following communication actions have been planned (they are grouped according to their target audience): -

- Target 1) Wikimedia – WMI and WMF members and donors

  Mailing to donors to encourage 5x1000 donations: send out of recurring emails (one per month; the first one was sent on March 2015) in the President's name to all 12,927 donors contacted last year by post.

  Email via WMF: as done every year, we will inform WMF donors that they can also support WMI by donating their 5x1000.

- Target 2) Professionals (Business consultants for accounting/accountants and CAAF/tax support offices)

  Direct mailing to business consultants/accountants and caafs/tax support offices able to influence their clients on how to donate their 5x1000.

- Target 3) Web users

Google adwords campaigns: the goal is to reach out to those who spontaneously perform research on Google by entering certain keywords[9].

- Target 4) General public

Fliers: the goal is to reach out to the general public living in the Monza area (about 20,000 postcards on 5X1000) and/or in high income Italian municipalities.

In **2016** similar activities are planned.

Solidarity SMS

*Timing***:** preparatory activities by July 2015; campaign to be carried out in the first half of 2016.

*Target***:** general public, education professionals and operators

*Goal***:** visibility on a national scale and fundraising

It is useful to organize a specific communication activity related to educational projects, which is the send out of a solidarity SMS, which is to be considered a strategic activity aimed to increase WMI's brand awareness. WMI intends to diversify its sources of revenue. The Funds Dissemination Committee itself encourages local offices to do the same.

The time frame within which WMI is allowed to use Funds Dissemination Committee funds goes from June 2015 to July 2016. Therefore there is a mismatch between this time frame and WMI's fiscal year (from January to December of every year). In order to overcome this problem that involves an increase in the reporting activity towards WMF, WMI must be able to receive extra Funds Dissemination Committee revenue for the second half of 2016.

The solidarity SMS campaign can be of help for this purpose. In order to carry out this campaign effectively, it is advisable to rely on a professional agency taking care of the making of the TV commercial and ensure a wide presence on television in the period in which the campaign takes place.

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[9] Google.com advises clients to allocate a budget of €50 per day to get the most out of the investment. The budget can be handles as preferred: allocating different amounts on different days (€ 10, € 40, € 100 daily, on different days), allocating different amounts to different time slots (e.g. interrupting the campaign at night). The daily investment is decided at the discretion of WMI.
Google recommends choosing very specific keywords and to launch a campaign for one month minimum (but preferably for three months). Not only pay per click campaigns are available, but also display campaigns or remarketing campaign (no additional costs).
Google does not recommend to deploy the campaign on non-consecutive weeks, not to disperse the effectiveness of the strategy.

Activities and means:

- TV and/or radio commercials supporting the solidarity SMS campaign.

Timing: GANTT

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Website	X	X					X	X	X													
Professional photo shoot				X				X							X					X		
Decennial																						
Layout decennial brochure		X	X																			
Graphics		X	X																			
Printing			X																			
Video			X																			
Concert for the assembly								X														
Theater rent/concert contribution								X														
Catering								X														
Festambiente																						
New gadgets			X																			
Festambiente				X																		
Fundraising Christmas 2015																						
ADwords Christmas										X												X
FB campaign			X												X							
5x1000 campaign																						
ADwords 5X1000		X	X											X	X							
Postcards (creation, printing and distribution)		X	X											X	X							
Solidarity Sms campaign							X										X					
Press																						
Eco della stampa/press clippings					X												X					
Social media/Digital content (staff)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Press office (staff)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

9. QUESTIONNAIRES

9.1. Questionnaires to WMI members

The members and WMI

On the day the data was exported (March 19, 2015), 103 out of 404 people had submitted the questionnaire. About half of the members had subscribed more than a year before and less than five years before. "Elderly" members are hard core (about 1/4 of all members). New members (who subscribed in the last year) are also relevant (1/5 of all members). Of these last two categories, the former show a good retention capacity by WMI and the latter show an encouraging progression of new subscriptions.

Almost 60% of members declare themselves to be contributors to Wikimedia projects, the vast majority of the projects being Wikipedia (90%), about half being Wikimedia Commons (54%), a lower percentage being Wikidata (21%) and Wikisource (11%).

46% of respondents stated that their participation in the life of the Association is "null", 37% stated that it is "occasional", 10% that is it "limited to meetings" and only a small minority (7%) stated that it is "assiduous". 30% of members participate in at least one WMI annual meetings. Among those who declare occasional or constant participation in WMI's life, about half engages in projects, most notably WLM (54%), in activities related to libraries (35%) and schools (27 %). Of the about 80 members who are not involved in projects, just under a half would love to be more involved, for example through training, conferences in schools and libraries. Other engaging methods are also appreciated (20%-30%). The other half says that they do not have time for a higher level of engagement (most of them coincide with those who said that they do not participate in WMI's life).

Among the areas that the members would like to see more developed in the future, there are projects with schools (60%), followed with very close by WMI's other areas of action. As to Wikipedia, the biggest concern felt by most members is about how to improve the quality of the articles.

Nearly three-quarters of the members hope for a more local associative structure, with local and regional representatives. Apart from organizing meetings on specific issues, several members (30%) consider it helpful to have senior members coach new ones.

Communication and visibility of the Association

Generally speaking, WMI's communication activities towards members are appreciated (80% of respondents), although some members hope for more information about WMI's activities, which could be achieved with an improved newsletter. The vast majority of members read the newsletter (over 90%), more than 65% with a good frequency. Their expectation is to find first of all news related to WMI's projects, but also on the world of open culture in general. Overall, WMI's projects are considered inadequately advertised. The first tools that members

identify in order to communicate and promote WMI are conferences, seminars, the website and then different forms of advertising.

9.2. Questionnaires to former members

Former members and e WMI

On the day the data was exported (March 19, 2015), 55 out of 283 former members had submitted the questionnaires.

The first striking issue is that a large portion of respondents (21.82%), did not even know that there were no longer members. The questionnaire was a good chance to recover at least some of these members, who expressed willingness to subscribe again. This confirms the need to create recalling procedures for members who forget to renew their membership (email send outs would be the preferred method according to the questioned sample).

The main reasons for not renewing their membership, besides contingent reasons, are (about 1/3 of the sample) the fact they did not feel involved enough in the Association's activities. Organizing the Association though regional and local structures and implementing thematic activities are considered positive ways to facilitate the participation of members. Respondents also ignored the presence of incentives, which were pointed out as a tool to bring back former members.

The percentage of answers to the last part of the questionnaire, concerning WMI's desired future areas of activity, was definitely low.

9.3. Questionnaires to donors

Population

On the day the data was exported (March 19, 2015), 574 out of 1,543 active donors (people who donated two years ago or more recently) had submitted the questionnaire. The population is 88.6% men and to a much smaller extent women (89% vs. 11%). With the exception of the lower peak represented by young people aged 24 or under (6%) probably due to lower economic availability of this population range, age distribution is relatively homogeneous, with a higher peak of 22% which identifies people between 45 and 55 (in this case it is possible that there is a relationship with the income of the respondents).

Donors and WMI

7% of donors are also members of WMI. Nearly 9 out of 10 donors have supported WMI for more than a year. A significant portion - 4 out of 10 – has supported the Association for more than three years and has therefore made more than a donation.

When answering the question *"Why did you choose to support WMI?"* (more than one answer was possible), 75% of respondents stated they shared WMI's mission, 50% stated that they share its social commitment. The vast majority of the 10% who answered "*other*" (it was the only question that allowed open answers) stressed the crucial importance of the use of Wikipedia in their life (e.g. *"I use it every day and I feel duty-bound to support it"*), underlined the ethical values connected to it, such as independence and gratuity (*"it should not respond to advertising commitments"*; *"immense utility that is completely free"*). Similarly, the nearly 10% of respondents stating that they want to support a specific project often (9 times out of 10) identify such project in Wikipedia in Italian. The close, but not exclusive, relationship between WMI's activity and the Wikipedia emerges from the question *"In which of the following areas would you like form Wikimedia to concentrate its efforts?"*. 65% of respondents answered *"Wikipedia in Italian"*. The other areas of action are consistent with donors' preferences: the most relevant areas were safeguarding cultural heritage (40%), schools (37%), libraries (22%) and museums (14%), that means areas relevant to a more general audience sensitive to cultural issues, but there was also a non-irrelevant interest towards issues that require a higher level of digital knowledge, like Open Data (25%) and OSM (12%).

Communication to donors and visibility of WMI

94% of respondents believe WMI's communication on donations to be adequate. Nearly 15% of respondents were not aware of the possibility of donating their 5x1000 to WMI: in this case the questionnaire acts bot as a source of information but also a communication opportunity. The majority of stakeholders show a moderate interest towards the importance of receiving updates on WMI's projects and, even more, to be made aware of how their donations are used. The suggestions, requests and complaints are mainly related to Wikipedia, which is sometimes confused with WMI.

9.4. Questionnaires to former donors

Population

On the day the data was exported (March 19, 2015), 2,110 out of 13,572 former donors (donors whose donations date back more than two years) submitted the questionnaire. Statistics of the former donors' population and the donors' population are very similar. The population is 88.6% male.

With the exception of the lower peak was represented by young people aged 24 or under (2%) probably due to lower economic availability of this population range, age distribution is relatively homogeneous, with higher peaks identifying people aged between 35 and 44 and between 45 and 54 (both around 27%) and a decrease in people aged 65 and over (12%), maybe due to their lower digital literacy.

Former donors and WMI

Most former donors (53%) claims they have donated to WMI over the last year: this jars clearly with the data in our possession, as we include among former members those who have not donated in the last two years. Apart from a small percentage of forgetful users and of insincere ones, we can assume that most of these donors make

payments in favour of WMF (through the Wikipedia website during their annual fundraising campaign) and don't know the difference between WMI and WMF very well. Only 4% of respondents are members of WMI.

The reasons that had pushed former donors to support WMI are not very different from those that pushed active donors. They appear to be related to a large extent - but not exclusively - to support Wikipedia. When answering the question *"Why did you choose to support WMI?"* (more than one answer was possible), 75% of respondents stated they shared WMI's mission, almost 45% stated that they share its social commitment. The vast majority of the 10% who answered "*other*" (it was the only question that allowed open answers) stressed the crucial importance of the use of Wikipedia in their life (e.g. *"I often consult Wikipedia and I want to continue"*), underlined the ethical values connected to it, such as independence and gratuity (*"Culture is freedom"*; *"I support the decision not to use advertising"*). Similarly, the nearly 10% of respondents stating their will to support a specific project identify it, nine times out of ten, with *Wikipedia in Italian*. Former donors are presumably almost all Wikipedia users who have chosen to support a tool they use every day or almost: Wikipedia appears once again as WMI's most powerful showcase, but this data also shows once again how difficult it is for users to distinguish WMI and Wikipedia, as well as how difficult it is for WMI to communicate its image autonomously.

Besides a shift in donations from WMI to WMF, implicitly recalled in the comments, the reasons which led former donors to stop donating reside primarily in the fact that they are *"no longer be able to make donations"* (29%) or in the fact that they have *"shifted their contribution elsewhere"* (24%): the latter claim they have mainly donated to entities engaged in social work. Among the reasons that have led respondents to stop donations, although with lower percentages, there are some relevant issues: lack of information regarding WMI's activities or the way donations were used (over 10% of respondents) or the choice to support WMI only through 5x1000. Question no. 6 (concerning the areas of activity that could engage respondents into donating again) is also relevant. Only 50% of respondents answered that question. However, rather surprisingly, only about half among those who answered the question stated an interest towards *Wikipedia in Italian*, perhaps because they considered it obvious, while the remaining respondents indicated fairly evenly distributed interests towards other areas of action (as for active donors, a certain degree of awareness about OSM and Open Data is recorded).

Communication and visibility of the Association

94% of respondents believe WMI's communication on donations to be adequate, even though the difficulty in distinguishing WMI from Wikipedia is a relevant issue. Almost 25% of respondents are not aware of the possibility of donating their 5x1000 to WMI: as already emerged for active donors, the questionnaire turned out to be an opportunity for communication, fact confirmed by some comments requesting information about donating one's 5x1000 or expressing the will to contribute to WMI this way in their next income tax return. Suggestions and requests confirm the overlap between Wikipedia and WMI.

9.5. Questionnaires to the friends of WLM

On the day the data was exported (March 19, 2015), 119 out of 483 mailing list subscribers have answered the questionnaire.

Out of all respondents, nearly 50% are 55 years-of-age or older, while only 7% are 24 or younger. The respondents' professions are varied: photographers, architects, engineers, journalists, teachers, a city councillor for culture and so on. Geography-wise, most respondents come from northern Italy, but overall the whole of Italy is represented. Men result more active than women (61% vs 39%) but only slightly, especially in relation to other questionnaires submitted in the frame of this Strategic Plan.

Only about 9% of all respondents are WMI members, while 72% are aware of the existence of the Association, even though they only participate in a small fraction of its projects (30% contribute to Wikipedia or the Wikimedia Commons). Respondents became aware of WLM through different means, among which the most important ones are social networks and the websites of WMI, WLM and Wikipedia.

The questionnaire provides a good perspective on the possibility of creating a pool of volunteers for the next edition of WLM. More than half respondents are in fact interested in working as a volunteer (52%) in WLM key areas such as the organization of Wikigite, the blog, lobbying their municipalities of residence and being part of pre-juries. In addition, as mentioned above, respondents are often professionals working in industries relevant to WLM objectives, which could be contacted for specific purposes.

9.6. Questionnaires to Wikipedians

Respondents

On the day the data was exported (March 19, 2015), 69 people answered the questionnaires published on the "Bar" page of the Wikipedia Italian website. These people are almost all Wikipedia participants (97%). Half of them are Wikimedia Commons contributors (50%). Over a third of them are Wikidata contributors (38%). They also contribute to a lesser extent to the other projects: Wikisource (15%), Wikiquote (13%), Wikizionario (12%), Wikivoyage (9%), Wikibooks (7%), Wikinotizie (3%), Wikiversità (1%) and Wikispecies (1%).

Respondents are almost all male (92%) and young (66% are 35 or younger, but 30% are 24 or younger, which is even more relevant since the same cannot be said about respondents to the WLM and WMI questionnaires). Respondents aged between 55 and 64 are very few (2%) and there are no respondents aged 65 or higher. The technology gap explains such result. Most Wikipedians are employed but a high percentage of them are university students.

Wikipedians and WMI

88% of the 60 respondents know WMI, but only a small part is or was a member: 10% are members, 6% are former members. Among the reasons for non-registration, most declare lack of interest (57%), many state that they are unable to participate in the life of the Association (45%), some state that they felt little involved in the Association's life (27%) or poorly informed about the activities of WMI (20%).

Two comments complained about the lack of initiatives in southern Italy. Projects and initiatives of the Association are quite well known by the respondents, especially WLM (93%), but also those related to schools (50 %), libraries (48%), museums (38%), Wikipedian in Residences (40%) and those linked to OSM (29%).

Wikipedians respondents hope that WMI will primarily focus its efforts on school projects (54%) and library projects (41%), but also on WLM (31%), museums (29%) and Wikipedian in Residences (25%).

10. INCOME STATEMENTS

The 2015 budget (compared with the 2014 final balance) and the2016 budget are presented below.

In order to arrange for a detailed budget consistent with the one required by FDC, which covers a period of time from July 2015 to June2016, also totals for semesters are shown. They include, moreover, the revenues from APG for a total Euro of 148,950.54, allocated as follows: seven twelfths of the contribution were charged to 2015 for euro 86,887.82 and 5 twelfths to 2016, for euro 62,062.14.

Moreover, the forecast data were aggregated, through a reclassification, in relation to strategic areas, corresponding essentially to the various projects.

10.1. Income statement 2014 and provisional income statement 2015

The 2015 budget estimate highlights a **total income of Euro 369,410**, which already includes the seven twelfths of the total contribution required by APG, showing an increase of about 63% compared with the 2014 final balance.

This total income, in addition to the APG grant (euro 86,887.82), is to be referred to:

- revenues from five per thousand[10] (euro 142,000): the inability to monitor the progress of this item connected with the anonymity of donors taxpayers prudently imposes a conservative estimate, in line with the previous year which had already seen a considerable increase compared with the forecasts;
- donations (about euro 40,000): growth in respect of the previous year has been hypothesized owing to the investment in communication and the whole plan of activities, even though the trend of donations has shown a steady decrease in the last years;
- payment for institutional activities (approximately euro 91,000) concerning activities already planned and confirmed (for a total of about euro 59,000, of which: euro 17,800 relating to the "Archeowiki" project, euro 5,265 relating to the project: "Crescere che avventura", euro 9,600 relative to fees from Osservatorio Balcani Caucaso, euro 1,400 relative to the refund of youth warranty provision; the

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10 Starting from the2006 Finance Act, the State decided to allocate- on an experimental basis- depending on the choice of the taxpayer, a share of 5 per thousand of the tax on personal income in order to sustain particular non-profit organizations, for scientific research, for university and health research. The payment is at discretion of the citizen-taxpayer, simultaneously with the annual tax return.

remaining sum is to be referred to three Wikipedians in residence) and, for the difference, to new activities planned in the process of strategic planning , that is, essentially, courses in the field of the GLAM projects in libraries, museums, schools, advice on OpenStreetMap and a further Wikipedian in residence in a museum (besides the three already confirmed)
- membership fees for euro 7,629;the forecast is slightly for growth compared with 2014;
- public, occasional fundraising (euro 1,680), linked to donations for gadgets: also in this case growth in respect of 2014 is expected

The **total charges amount to Euro 357,750.44**, with growth of about 61%in respect of the2014, final balance in line with the growth of the income. This aggregate refers to:

- salaries of staff (euro 144,195): the amount increases significantly compared with 2014 for the inclusion of new employees in 2015, ED, a stagiaire and a parasubordinate collaborator);
- charges for purchases and services (euro 63,229.50), in slight growth compared with 2014. This item includes: charges connected with office maintenance (various utilities), specific advice from professionals (legal and accounting advice, salaries), insurance, as well as professional services (this item refers to payment for a lobbyist; the amount is in sharp decrease if compared with the2014 final balance as in 2015 the organization of Wiki Loves Monuments changed significantly) and occasional performances (mainly concerning performances connected with the activities detailed in the strategic plan , especially courses in schools , libraries, museums, Osservatorio Balcani Caucaso and Wikipedians in residence);
- the charges for services amount to euro 18,899.67: this item is affected mainly by travel expenses, the provision of services (that is, essentially, payment for cleaning company, the purchase of lists of accountants and CAF for the five per thousand campaign , monitoring of the Archeowiki project) and postage; to a lesser extent, by general maintenance and catering expenses;
- the various management charges amount to euro 105,424.13; this aggregate includes: general expenses concerning the office rent, for the first part of the year (from half of April this charge will come to an end as Wikimedia Italia has achieved the availability of a free seat for a year) and the contribution to Wikimedia Nederlands for the Wikimedia Free Knowledge Advocacy Group EU; the expenses for events connected to the association activities like, for example, promotional events for WLM, bibliohackaton, coderdojo, mapping parties, Festambiente, etc.; the activities linked to the tenth anniversary; communication and promotion expenses, including the realization of an sms campaign supportive of projects in the educational field in order to launch a nationwide project; charges concerning specific fundraising campaigns (Christmas fundraising, campaign per the 5 per thousand);
- the amount of refunds recognized to members and volunteers in relation to the activities undertaken during the financial year (euro 24,510). This amount is more than doubled compared to the previous year as more intense activity is expected.

The expected taxes for the year total Euro 1,491. The difference between income and expenditure for the year shows a **surplus expected of Euro 11,660.19** which, added to the cash availability of end of period (158,996.04), leads to **a total availability expected of Euro 170,656.23.**
The budget estimate does not provide for the use of operational reserves for the management of the current activities of the financial year.

PROVISIONAL INCOME STATEMENT 2015	2014			PROVISIONAL INCOME STATEMENT 2015		

WIKIMEDIA
ITALIA

	JAN-JUN 2014	JUN – DIC 2014	TOTAL 2014	JAN – JUN 2015	JUN – DIC 2015	TOTAL 2015
I. Revenues						
1. Revenues institutional activities						
1.1. Membership fees	€5.393,00	€2.066,00	€7.459,00	€5.129,00	€2.500,00	€7.629,00
1.2. Donations	€12.237,09	€19.370,75	€31.607,84	€13.044,14	€27.000,00	€40.044,14
1.3. Grants and Wikimedia contributions	€0,00	€0,00	€0,00	**€ 0,00**	**€ 86.887,82**	**€ 86.887,82**
1.4. 5x1000 (tax donations)	€0,00	€142.246,97	€142.246,97	€0,00	€142.000,00	€142.000,00
1.5. Funding and compensations for institutional activities	€13.036,33	€31.387,08	€44.423,41	€52.787,03	€38.382,64	€91.169,67
1.6. Occasional funding	€360,80	€336,00	€696,80	€1.300,00	€380,00	€1.680,00
Total revenues institutional activities	**€31.027,22**	**€195.406,80**	**€226.434,02**	**€72.260,17**	**€297.150,46**	**€369.410,63**
2. Revenues for non recurring activities						
2.1. Gadget sales	€0,00	€0,00	€0,00	€0,00	€0,00	€0,00
2.2. Bank interestes and reimbursements	€0,00	€3,34	€3,34	€0,00	€0,00	€0,00
2.3. Sponsorships	€0,00	€0,00	€0,00	€0,00	€0,00	€0,00
2.4. Roundings and extraordinary income	€0,00	€119,79	€119,79	€0,00	€0,00	€0,00
Total revenues for non recurring activities	**€0,00**	**€123,13**	**€123,13**	**€0,00**	**€0,00**	**€0,00**
Total revenues	**€31.027,22**	**€195.529,93**	**€226.557,15**	**€72.260,17**	**€297.150,46**	**€369.410,63**
II. Expenses						
3. Expenses institutional activities						
3.1. Personnel (staff/interns)						
3.1.1. Staff	€28.730,28	€17.815,08	€46.545,36	€65.018,50	€61.097,46	€126.115,96
3.1.2. BEIC training courses				€4.968,77	€682,00	€5.650,77
3.1.3. WLM internship				€4.000,00	€7.428,57	€11.428,57
3.1.4. Fundraising internship				€0,00	€1.000,00	€1.000,00
Total personnel	**€ 28.730,28**	**€ 17.815,08**	**€ 46.545,36**	**€ 73.987,27**	**€ 70.208,03**	**€ 144.195,30**
3.2. Services and sypplies						
3.2.1 Telephone (Fastweb)	€504,59	€272,51	€777,10	€611,96	€510,00	€1.121,96
3.2.2 Power (Enel)	€397,52	€343,36	€740,88	€384,09	€390,00	€774,09
3.2.3 Heating (Enerxenia)	€674,64	€105,80	€780,44	€648,01	€100,00	€748,01
3.2.4 Accounting – wages	€1.869,04	€1.267,58	€3.136,62	€1.397,20	€1.260,00	€2.657,20
3.2.5 Labor consultants	€482,14	€913,82	€1.395,96	€400,00	€900,00	€1.300,00
3.2.6 Insurance	€260,00	€0,00	€260,00	€760,00	€0,00	€760,00
3.2.7 Legal	€884,04	€0,00	€884,04	€2.359,28	€1.240,00	€3.599,28
3.2.8 Professional consulting for project	€7.237,63	€28.139,45	€35.377,08	€0,00	€6.100,00	€6.100,00
3.2.9 Occasional consulting contract	€6.838,71	€7.852,40	€14.691,11	€18.768,96	€27.400,00	€46.168,96
Total services and supplies	**€ 19.148,31**	**€ 38.894,92**	**€ 58.043,23**	**€ 25.329,50**	**€ 37.900,00**	**€ 63.229,50**
3.3. Services						
3.3.1 Post and bank expenses	€6.041,72	€165,18	€6.206,90	€850,00	€1.150,00	€2.000,00
3.3.2 Ordinary maintenance	€0,00	€268,40	€268,40	€0,00	€270,00	€270,00
3.3.3 Recurring maintenance	€0,00	€61,00	€61,00	€0,00	€70,00	€70,00
3.3.4 Food and travel expenses	€631,50	€132,00	€763,50	€600,00	€200,00	€800,00
3.3.5 Travels	€3.317,59	€2.986,20	€6.303,79	€850,00	€5.100,00	€5.950,00
3.3.6 Refresher courses	€24,40	€0,00	€24,40	€400,00	€0,00	€400,00
3.3.7 Other services	€2.889,56	€14.786,34	€17.675,90	€6.466,94	€2.942,73	€9.409,67
Total services	**€ 12.904,77**	**€ 18.399,12**	**€ 31.303,89**	**€ 9.166,94**	**€ 9.732,73**	**€ 18.899,67**
3.4. Other expenses						
3.4.1 Trade associations	€175,00	€0,00	€175,00	€175,00	€0,00	€175,00
3.4.2 Rebillings (2014)	€6.000,00	€11.071,66	€17.071,66	€0,00	€0,00	€0,00
3.4.3 Writing materials	€1.213,49	€0,00	€1.213,49	€674,02	€0,00	€674,02
3.4.4 General expenses	€28.944,89	€6.765,38	€35.710,27	€3.667,77	€4.020,00	€7.687,77
3.4.5 Communication expenses	€8.612,28	€10.569,03	€19.181,31	€30.505,34	€66.382,00	€96.887,34

Total other expenses	**€ 44.945,66**	**€ 28.406,07**	**€ 73.351,73**	**€ 35.022,13**	**€ 70.402,00**	**€ 105.424,13**
7. Reimbursements						
7.1 Members	€3.313,25	€1.758,25	€5.071,50	€2.559,83	€1.800,00	€4.359,83
7.2 Non members	€1.150,15	€1.165,00	€2.315,15	€200,00	€50,00	€250,00
7.3 Wikimania 2015	€0,00	€3.689,43	€3.689,43	€0,00	€7.500,00	€7.500,00
7.4 For projects	€0,00	€0,00	€0,00	€4.300,00	€8.101,01	€12.401,01
Total reimbursements	**€ 4.463,40**	**€ 6.612,68**	**€ 11.076,08**	**€ 7.059,83**	**€ 17.451,01**	**€ 24.510,84**
Total institutional activities	**€110.192,42**	**€110.127,87**	**€220.320,29**	**€150.565,67**	**€205.693,77**	**€356.259,44**
4. Ancillary expenses						
4.1. Other expenses						
6.1 Passive roundings	€0,00	€221,42	€221,41	€0,00	€0,00	€0,00
Total other expenses	**€ 0,00**	**€ 221,42**	**€ 221,41**	**€ 0,00**	**€ 0,00**	**€ 0,00**
4.2. Taxes						
4.2.1 Regional and local taxes	€806,29	€0,00	€806,29	€0,00	€0,00	€0,00
4.2.2 TARI	€0,00	€0,00	€0,00	€0,00	€400,00	€400,00
4.2.3 IVA	€350,03	€62,04	€412,07	€275,00	€62,00	€337,00
4.2.4 INAIL	€264,51	€0,00	€264,51	€0,00	€264,00	€264,00
4.2.5 IRPEF	€0,00	€0,00	€0,00	€0,00	€490,00	€490,00
Total taxes	**€ 1.420,83**	**€ 62,04**	**€ 1.482,87**	**€ 275,00**	**€ 1.216,00**	**€ 1.491,00**
Total ancillary expenses	**€1.420,83**	**€283,46**	**€1.704,28**	**€275,00**	**€1.216,00**	**€1.491,00**
Total expenses	**€111.613,25**	**€110.411,33**	**€222.024,57**	**€150.840,67**	**€206.909,77**	**€357.750,44**
III. Profit						
Year profit	-€ 80.586,03	€ 84.935,27	€ 4.532,58	-€ 78.580,50	€ 90.240,69	€ 11.660,19
Operating surplus at the beginning of the year	€ 154.463,47	€ 73.877,74	€ 154.463,47	€ 158.996,04	€ 80.415,54	€ 158.996,04
Cash holdings at the end of the year	€ 73.877,74	€ 158.996,04	€ 158.996,04	€ 80.415,54	€ 170.656,23	€ 170.656,23

10.2. Provisional income statement 2016

The 2016 budget is based essentially on the forecasts of 2015 and includes income and expenditure linked to the activities provided for in the strategic plan.

The 2016 forecast balance highlights a total income of **Euro 379,241.86** and, as the 2015 budget, already includes the total contribution required to the APG for the part of competence, the five twelfths

The total income, besides the APG grant (euro 62,062.72), is to be referred to:

- Income from five per thousand (euro 142,000) donations (about euro 40,000) and membership fees (euro 7,629): prudentially a forecast has been made in line with 2015;
- Payment for institutional activities (euro 60,816) concerning essentially the new activities provided for during strategic planning, that is, similarly to 2015, courses in the field of GLAM projects in libraries, museums, courses in schools, activities on OpenStreetMap and Wikipedians in Residence in a museum and public, occasional fundraising connected with donations for gadgets;

- income of accessory area including 66,000 euro of hypothetical revenue from sms supportive campaign

The **total charges amount to Euro 346,769.15**, with growth of about 61% compared to the 2014 final balance, in line with the growth of income. This aggregate refers to:
- salaries of staff (euro 151,194): the amount increases slightly compared with 2015 in relation to forecast of a new stagiaire paid for fundraising activities;
- charges for purchases and services (euro 56,550), to be referred, in line with 2015 to charges connected to office maintenance, to specific advice from professionals (legal, accounting advice, salaries) and insurance, as well as to professional performances for projects (connected, as in 2015, with the activities detailed in the strategic plan and especially to Wikipedians and activities linked to WLM and OSM);
- the charges for services (euro 9,942): travel expenses, provision of services and postage, general maintenance and catering expenses;
- other expenses (euro 98,650.15), amount including, as in 2015, general charges concerning the office rent for the second part of the year (conservatively, assuming an alternative free seat will not be found) and the contribution to Wikimedia Nederland for WM Free Knowledge Advocacy Group, as well as charges concerning the scheduled events related to individual projects, fundraising activities and communication;
- expense reimbursements (euro 28,940):the amount is slightly higher than the forecast of 2015.

The taxes forecast for the year amount to the total of Euro 1,491.

The difference between the income and expenditure for the period shows **a surplus expected of Euro 32,472.71** which, added to the cash availability of end of period (**170,656.23**), leads to the **total availability expected of Euro 203,128.93**.

The budget estimate does not include the use of operational reserves for the management of current activities of the financial year.

PROVISIONAL STATEMENT 2016	PROVISIONAL INCOME STATEMENT 2016		
	JAN – JUN 2016	JUN – DIC 2016	TOTAL 2016
I. Revenues			
1. Revenues institutional activities			
1.1. Membership fees	€5.129,00	€2.500,00	€7.629,00
1.2. Donations	€13.044,14	€27.000,00	€40.044,14
1.3. Grants and Wikimedia contributions	**€ 62.062,72**	€0,00	**€ 62.062,72**
1.4. 5x1000 (tax donations)	€0,00	€142.000,00	€142.000,00
1.5. Funding and compensations for institutional activities	€25.518,40	€35.297,60	€60.816,00
1.6. Occasional funding	€300,00	€380,00	€680,00
1.7. Solidarity SMS campaign	€0,00	€66.000,00	€66.000,00
Total revenues institutional activities	**€106.054,26**	**€273.177,60**	**€379.231,86**
2. Revenues for non recurring activities			
2.1. Gadget sales	€0,00	€0,00	€0,00
2.2. Bank interestes and reimbursements	€10,00	€0,00	€10,00
2.3. Sponsorships	€0,00	€0,00	€0,00
2.4. Roundings and extraordinary income	€0,00	€0,00	€0,00
Total revenues for non recurring activities	**€0,00**	**€0,00**	**€0,00**
Total revenues	**€106.064,26**	**€273.177,60**	**€379.241,86**
II. Expenses			
3. Expenses institutional activities			
3.1. Personnel (staff/interns)			
3.1.1. Staff	€61.097,46	€61.097,46	€122.194,92

3.1.2. BEIC training courses	€0,00	€0,00	€0,00
3.1.3. WLM internship	€12.000,00	€12.000,00	€24.000,00
3.1.4. Fundraising internship	€5.000,00	€0,00	€5.000,00
Total personnel	**€ 78.097,46**	**€ 73.097,46**	**€ 151.194,92**

3.2. Services and sypplies			
3.2.1 Telephone (Fastweb)	€511,96	€510,00	€1.021,96
3.2.2 Power (Enel)	€384,09	€390,00	€774,09
3.2.3 Heating (Enerxenia)	€648,01	€100,00	€748,01
3.2.4 Accounting – wages	€1.397,20	€1.260,00	€2.657,20
3.2.5 Labor consultants	€400,00	€900,00	€1.300,00
3.2.6 Insurance	€760,00	€0,00	€760,00
3.2.7 Legal	€1.249,28	€640,00	€1.889,28
3.2.8 Professional consulting for project	€1.000,00	€6.100,00	€7.100,00
3.2.9 Occasional consulting contract	€23.700,00	€16.600,00	€40.300,00
Total services and supplies	**€ 30.050,54**	**€ 26.500,00**	**€ 56.550,54**

3.3. Services			
3.3.1 Post and bank expenses	€850,00	€1.150,00	€2.000,00
3.3.2 Ordinary maintenance	€0,00	€270,00	€270,00
3.3.3 Recurring maintenance	€0,00	€70,00	€70,00
3.3.4 Food and travel expenses	€600,00	€200,00	€800,00
3.3.5 Travels	€2.350,00	€1.150,00	€3.500,00
3.3.6 Refresher courses	€0,00	€0,00	€0,00
3.3.7 Other services	€1.459,80	€1.842,73	€3.302,53
Total services	**€ 5.259,80**	**€ 4.682,73**	**€ 9.942,53**

3.4. Other expenses			
3.4.1 Trade associations	€0,00	€0,00	€0,00
3.4.2 Rebillings (2014)	€0,00	€0,00	€0,00
3.4.3 Writing materials	€374,02	€0,00	€374,02
3.4.4 General expenses	€2.820,81	€7.160,00	€9.980,81
3.4.5 Communication expenses	€64.877,32	€23.418,00	€88.295,32
3.4.5.1 for events	€19.371,00	€16.230,00	€35.601,00
Total other expenses	**€ 68.072,15**	**€ 30.578,00**	**€ 98.650,15**

7. Reimbursements			
7.1 Members	€2.400,00	€2.400,00	€4.800,00
7.2 Non members	€200,00	€50,00	€250,00
7.3 Wikimania 2016	€5.000,00	€0,00	€5.000,00
7.4 For projects	€6.950,00	€11.940,01	€18.890,01
Total reimbursements	**€ 14.550,00**	**€ 14.390,01**	**€ 28.940,01**

| **Total institutional activities** | **€196.029,95** | **€149.248,20** | **€345.278,15** |

4. Ancillary expenses			
4.1. Other expenses			
6.1 Passive roundings	€0,00	€0,00	€0,00
Total other expenses	**€ 0,00**	**€ 0,00**	**€ 0,00**

4.2. Taxes			
4.2.1 Regional and local taxes	€0,00	€0,00	€0,00
4.2.2 TARI	€0,00	€400,00	€400,00
4.2.3 IVA	€275,00	€62,00	€337,00

4.2.4 INAIL	€0,00	€264,00	€264,00
4.2.5 IRPEF	€0,00	€490,00	€490,00
Total taxes	**€ 275,00**	**€ 1.216,00**	**€ 1.491,00**
Total ancillary expenses	**€275,00**	**€1.216,00**	**€1.491,00**
Total expenses	**€196.304,95**	**€150.464,20**	**€346.769,15**

III. Profit			
Year profit	**-€ 90.240,69**	**€ 122.713,40**	**€ 32.472,71**
Operating surplus at the beginning of the year	**€ 170.656,23**	**€ 80.415,54**	**€ 170.656,23**
Cash holdings at the end of the year	**€ 80.415,54**	**€ 203.128,94**	**€ 203.128,94**