



POBAL ÉIREANN  
**WIKIMEDIA**  
COMMUNITY IRELAND

# Strategic Plan of Wikimedia Community Ireland 2021 - 2024

## Contents:

<b>About Wikimedia Community Ireland</b>	<b>2</b>
History of Wikimedia Community Ireland	2
Mission	3
<b>SWOT Analysis</b>	<b>4</b>
Confrontation Matrix	5
<b>Strategic Focus</b>	<b>6</b>
Goals	6
Sustainability	6
Education	7
Community Outreach	8
GLAM Outreach	8
Activities	10
Metrics	13

# About Wikimedia Community Ireland

Wikimedia Community Ireland is a non-profit, non-governmental organisation with the objective of increasing access to free knowledge on the island of Ireland. It is our goal to work with national and international partners to deepen and widen the breadth of free knowledge available from and in Ireland.

This strategy was developed by a core team of Wikimedia Community Ireland members in November 2020. It is the group's first strategic plan and reflects the experience, learning and growing the group has undergone since its foundation. The group currently has a core team of 20 engaged members, with a small committee, and one paid staff member working from Dublin. In line with the Simple Annual Plan Grant reporting schedule, this plan will be evaluated annually.

The strategy was presented to the wider community in early January 2021, for implementation from early 2021 until December 2024.

## History of Wikimedia Community Ireland

Wikimedia Community Ireland was founded in April 2014, and formally recognised as an affiliate user group in December 2014. The new user group was informed by the experiences of a small group of Irish editors who had been discussing the potential for an Irish Wikimedia Chapter since around 2008. From 2014 to 2016, the activities were funded through project grants, and in late 2016 the group began the process of applying for the new system of Simple Annual Plan Grants. This allowed for the recruitment of the first, and so far only, staff member in April 2017. Since 2018, the group has rented a desk space in central Dublin.

The first large campaign the group undertook was the first Irish Wiki Loves Monuments in 2014, which has continued to be a central element to the group's annual work each year. In the years since, the group has started programmes with GLAMs and educational institutions on small and larger scales to incorporate engagement with Wikimedia projects within their work.

## Mission

- To aid and encourage people to collect, develop, and disseminate educational, cultural, and historic content in the public domain, or under a license, that allows everyone to freely use, distribute, and modify that content.
- To encourage public and private, galleries, libraries, archives, and museums on the island of Ireland to make their holdings more broadly and freely available, and to collaborate with these institutions in an effort to preserve the heritage of Ireland.
- To educate people in the use of free, open source information resources, in any form, for the advancement of education.
- To encourage the development and release of these materials in the languages of the island of Ireland; including, but not limited to English and Irish.

# SWOT Analysis

WCI	Strengths/opportunities	Weaknesses/threats
<b>Internal</b>	<ul style="list-style-type: none"> <li>● Staff capacity, not relying solely on volunteers</li> <li>● Agile, small organisation</li> <li>● Longevity, a user group since 2014</li> <li>● Embedded Wikipedians (ie Healthcare WiR in HSE) with scope for more</li> </ul>	<ul style="list-style-type: none"> <li>● Informal structure (no official board, charter etc) with no formal membership</li> <li>● Lack of volunteer capacity (particularly so for the Vicipéid)</li> <li>● Lack of connection with the Irish editing community</li> <li>● Majority of members based in Dublin</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>● Strong long term relationships/partnerships with some institutions and individuals</li> <li>● Relationships with other minority language Wikimedia groups</li> <li>● English-speaking country (increases potential number of editors globally)</li> <li>● Good relationships with some professional organisations</li> <li>● Growing interest from GLAM and educational organisations</li> <li>● Strong ties to community organisations with scope for expansion</li> <li>● Unique educational avenues (Transition Year) and the COVID-19 pivot to online learning</li> <li>● Irish embassies and other established international Irish networks</li> </ul>	<ul style="list-style-type: none"> <li>● Reliance on one staff member</li> <li>● Reliance on the Foundation for funding</li> <li>● Brexit - effect on content, and on cross-border collaboration</li> <li>● Lack of international understanding of cultural norms in Ireland, including the scale of Ireland, and its multilingual context</li> <li>● Lack of capacity in possible partnering organisations (technical and staff)</li> <li>● Issues regarding broadband access within the wider community</li> <li>● Lack of understanding in Ireland about the power of Wikimedia and fears about validity and reliability of Wikipedia</li> </ul>

# Confrontation Matrix

The confrontation matrix plots identified strengths and weaknesses alongside the opportunities and threats to identify the main issues that will inform the direction of Wikimedia Community Ireland for the next 3 years. The numbers in the columns indicate the relevance of the strength/weakness and opportunity/threat combinations. **1** denotes a combination of least relevant and **5** most relevant. All of the combinations marked with a **5** will be brought forward as key elements for consideration within the strategic plan.

Confrontation Matrix		Opportunities							Threats						
		Strong long term relationships/partnership	Relationships with other minority language Wikimedia groups	English speaking country	Good relationships with professional organisations	Growing interest from GLAMs and education	Strong ties to community organisations	Unique educational avenues	International Irish networks	Reliance on one staff member	Reliance on the Foundation for funding	Brexit	Lack of international understanding of cultural norms in Ireland	Lack of capacity	broadband access
Strengths	Staff capacity	5						5	5	3			5	5	
	Agile, small organisation		5												
	Longevity				5	5	5								
	Embedded Wikipedians						4								
Weaknesses	Informal structure								3	4			4		
	Lack of volunteer capacity											4	4	4	5
	Lack of connection to Vicipéid editors							5	5	5		4			
	Dublin bias												5		

# Strategic Focus

## Goals

### Sustainability

**Aim: Create structures and systems that lead to greater resilience and stability**

#### Objectives:

- Decentralise the Wikimedia movement in Ireland to create more engagement outside the main urban areas
- Foster better relationships with those editing in Ireland
  - Celebrating those already editing in Ireland through targeted welcoming and recognition
- Moving towards financial independence
- Create stronger partnerships with other similar smaller/minority Wikimedia groups

In our current structure, with one staff member and limited volunteer capacity, there are potential issues around the sustainability and long term resilience of Wikimedia Community Ireland. With responsibility and knowledge contained with a small group of people, the impact on the organisation due to loss of institutional and group knowledge is a potential threat. In the coming three years, WCI will look to grow our community while focusing on activities and outputs that will strengthen the group, while broadening our reach and diversifying the membership.

This will be achieved by targeting geographic areas in Ireland in which, historically, WCI have not conducted events or fostered engagement with communities or institutions. In this, we will focus much of our education, GLAM, and other outreach into these areas by actively seeking new partnerships and relationships. Another element of this will be greater engagement with the on-Wiki editing community in Ireland. We plan to launch a system of awards and recognition for editors who are very active on Wikipedia and other Wikimedia Projects. We will found an Irish Wikimedian of Year and other award schemes to achieve this.

A key objective that emerged from our strategic discussions was to investigate alternative funding schemes and grants which could enable us to engage in projects, programming and activities that are not supported by WMF grants but that are important within the Irish context. This could include, but is not limited to Irish language content, translation work, or the funding of open licence resources for use in Ireland.

Informed by our experiences of hosting the first virtual Celtic Knot, the importance and utility of stronger relationships between small language and minority groups within the Wikimedia movement was apparent. Many of these groups face the same challenges and obstacles, so by forging better relationships with these groups, we can better understand and learn from each other. It could also lead to more collaborative projects with joint goals and mutually beneficial outcomes.

## Education

### **Aim: Become a nationally recognised educational support**

- Formalised training and resources for educators
  - Focus on training such as [Reading Wikipedia](#) to move away from editing towards a more holistic view of Wikipedia
  - Capitalise on the pivot to digital and MOOCs
  - Foster relationships with all the Institutes of Technologies in Ireland
- Embed Wikipedia within curricula e.g. Wikipedia as a tool for teaching about plagiarism/referencing

Since 2014, WCI has developed a number of very productive and well established relationships with individual educators in a variety of institutions across Ireland, primarily in universities. However, we have never implemented an educators training programme. Such a programme could allow for more educators to independently use Wikimedia projects within teaching, growing the Wikimedia educational programme in Ireland by better utilising the capacity and experience we have gained in the past 6 years.

With the move to more online teaching and learning as a result of the COVID-19 pandemic, we aim to use the increased awareness and familiarity with virtual learning platforms to promote the use of Wikimedia projects in the classroom. Using the example of pilot programmes such as Reading Wikipedia, we aim to appeal to unions and professional development agencies for educators to offer this level of training for those interested in incorporating Wikipedia literacy into their teaching. The focus of this will be less about editing Wikipedia, but offering training in how to equip educators and their students on how to responsibly use Wikipedia both in the classroom and in self-directed learning.

Since 2017, WCI has run events or programmes within all the universities on the island of Ireland. While continuing to grow and expand our work with these institutions, we will now focus on developing similar relationships with the institutes of technology (ITs) in Ireland. Many of these ITs are located outside of the large urban areas, so will also serve the goal of decentralising the work of WCI.



Through developing materials for educators, and by working with Wikimedia Foundation initiatives such as mapping curricula to Wikidata, we will continue to advocate for the embedding of Wikipedia within the Irish curriculum at all levels. This will be tailored to different levels, with a focus on Wikipedia's unique utility to offer pragmatic and task based student learning on plagiarism and referencing at secondary level and above.

## Community Outreach

### **Aim: Increase awareness of Wikimedia and Wikimedia Community Ireland across the country**

- Work more closely with community partners (cross border/all Ireland)
  - Multilingual outreach within Ireland
  - Irish language outreach in Ireland

There are many communities and groups in Ireland with overlapping and compatible goals to WCI and the wider Wikimedia movement around openness, inclusivity, diversity, and representation. From OpenStreetMap, to the hacker/maker community, to Irish language groups, there are many shared ambitions around the depth and breath of the resources and materials being generated and provided to people in Ireland. It is our aim to forge stronger links with those groups with whom we have closely aligned mission, values and objectives to better share capacity within Ireland to obtain those wider objectives.

## GLAM Outreach

### **Aim: Support GLAM partners with open projects**

- Formalised training and resources for GLAM practitioners and professionals
- Embed Wikimedia projects within Irish GLAM practice

Through a number of initiatives, including Wiki Loves Monuments and Art+Feminism, our group has been engaged with a number of individual GLAM professionals and institutions. Having given a number of workshops of open licences, copyright, Wikipedia editing, Wikidata and image uploads, we continue to have conversations and collaborations with a number of organisations about how they can adapt and change their workflows to allow for freer use of their images and content, while increasing awareness about their collections.

Much like our work with educators, it has been reactive and responsive to the needs of individuals or their organisations, with an emphasis on in-person events which we have supported. Going forward, we will continue this work, but with an emphasis on the documentation and formalisation of our offering, to create more resources, case studies, and workflows drawing on the partnerships and collaborations in Ireland.

We will continue to advocate for roles within the Irish GLAM sector such as Wikimedian in Residence, or the adoption of Wikimedia activities within the work of some of those working in the sector. We will also continue to hold annual image and other media competitions which improve the representation of as many aspects of Ireland on Wikimedia Commons and thus across other Wikimedia projects broadly.

## Activities

Focus	Goal	Activities
<b>Sustainability</b>	Decentralisation	<ul style="list-style-type: none"> <li>● Hold meetups and virtual events targeting areas with poor representation - Specifically Ulster and Leinster outside of Dublin</li> </ul>
	Financial independence	<ul style="list-style-type: none"> <li>● Explore alternate funding through similarly aligned granting bodies</li> <li>● Create a list of funding opportunities with Ireland, cross-border, EU and US               <ul style="list-style-type: none"> <li>○ Analyse the applications for these grants</li> <li>○ Identify blocks/challenges in accessing these funds</li> </ul> </li> <li>● Investigate implications of WCI structure on availability of funding               <ul style="list-style-type: none"> <li>○ Assess if a charitable status would open up more funding opportunities</li> </ul> </li> </ul>
	Inter Wikimedia partnerships	<ul style="list-style-type: none"> <li>● Host a physical or virtual conference for Wikimedians from small user groups and/or those in the Irish open community</li> <li>● Formalise our relationship with WMUK on overlapping work (NI) and Celtic Knot communities</li> </ul>
	Foster better relationships with those editing in Ireland	<ul style="list-style-type: none"> <li>● Start a “Wikimedian of the Year” or similar programme (GA and EN)</li> <li>● Monitor those on Wikipedia who are tagged as being in Ireland               <ul style="list-style-type: none"> <li>○ Metrics on editors in Ireland</li> <li>○ Actively invite those editors to WCI</li> <li>○ Create a firm “offering”, why should they join, and why they should help us</li> </ul> </li> <li>● Develop a list of projects that could be done as part of</li> </ul>

		<p>WCI</p> <ul style="list-style-type: none"> <li>• Explore ways of recognising active members through off-Wiki platforms including LinkedIn groups</li> </ul>
<b>Education</b>	Formalise training and resources	<ul style="list-style-type: none"> <li>• Promote the use of Wikimedians in Residence within the sector <ul style="list-style-type: none"> <li>◦ Making a “pitch” document on WiR in education</li> </ul> </li> </ul>
	Embed Wikimedia within curricula (third level)	<ul style="list-style-type: none"> <li>• Capitalise on the pivot to digital and MOOCs</li> <li>• Develop package around learning outcomes that they want using Wikipedia - good digital citizenship <ul style="list-style-type: none"> <li>◦ plagiarism/academic integrity/critical digital skills</li> </ul> </li> <li>• Foster relationships with all the ITs</li> </ul>
	Embed Wikimedia within curricula (second level)	<ul style="list-style-type: none"> <li>• Work more closely with relevant groups (Teen Turn etc)</li> <li>• Increase our visibility within educators (trickle down to students) <ul style="list-style-type: none"> <li>◦ Talk with the ASTI, TUI, IFUT</li> <li>◦ Offer to write an article for relevant union publications</li> <li>◦ Attending relevant teaching conferences</li> <li>◦ CESI and other specialised teacher groups events</li> </ul> </li> </ul>
<b>Community Outreach</b>	Foster more community partners	<ul style="list-style-type: none"> <li>• Host a physical or virtual conference for Wikimedians from small user groups and/or those in the Irish open community</li> <li>• Offer to provide virtual events as part their event offering</li> <li>• Embassies as a gateway to specific groups <ul style="list-style-type: none"> <li>◦ Develop documentation, focusing less on written and more on pictorial</li> </ul> </li> <li>• Greater cooperation with Creative Commons Ireland <ul style="list-style-type: none"> <li>◦ Collaborate with them more on overlapping goals regarding open licence data/imagery etc</li> </ul> </li> <li>• Open Street Map <ul style="list-style-type: none"> <li>◦ Coordinate more on local campaigns</li> </ul> </li> </ul>

	Target partnership with the Irish language community	<ul style="list-style-type: none"> <li>• Host a large physical or virtual event focusing on the Irish language</li> <li>• Social regular meetups for Vicipéid similar to TOG meetups</li> </ul>
<b>GLAM Outreach</b>	Formalise training and resources	<ul style="list-style-type: none"> <li>• Promote the use of Wikimedians in Residence within the sector <ul style="list-style-type: none"> <li>◦ Making a “pitch” document on WiR in GLAM <ul style="list-style-type: none"> <li>◦ Nested within social media or digital outreach officers</li> </ul> </li> </ul> </li> <li>• Advocate with bodies such as the Heritage Council to adopt open licences within their grants</li> </ul>
	Embed Wikimedia within GLAM practice	<ul style="list-style-type: none"> <li>• More and better documentation and promotion of the work we have engaged with</li> <li>• Continue to host WLM, WLE and Wiki Science, but look for more partnership relating to overlapping goals</li> </ul>

## Metrics

An overall goal is to increase awareness and the profile of WCI within Ireland primarily, but also internationally within the Wikimedia movement. This can be a challenging metric to monitor, and the intention is that this would be an effect which would arise through our activities and programming.

Focus	Goal	Metrics
<b>Sustainability</b>	Decentralisation	<ul style="list-style-type: none"> <li>• Increase number of active members in areas including Ulster, other provinces outside the cities</li> <li>• Increase number of events held in or with partners in Ulster, other provinces outside the cities</li> </ul>
	Financial independence	<ul style="list-style-type: none"> <li>• Research and apply to new grant programmes outside of the Wikimedia movement</li> </ul>
	Inter Wikimedia partnerships	<ul style="list-style-type: none"> <li>• Collaborate with other Wikimedia groups</li> </ul>
	Foster better relationships with those editing in Ireland	<ul style="list-style-type: none"> <li>• Develop a plan for formalising the Wikimedia of the Year, with criteria and outline</li> <li>• Found the Irish “Wikipedian of the Year” in 2021               <ul style="list-style-type: none"> <li>◦ To commence in early 2021</li> </ul> </li> <li>• Create list of targeted projects</li> <li>• Create “offering” new members</li> </ul>
<b>Education</b>	Formalise training and resources	<ul style="list-style-type: none"> <li>• Create learning materials               <ul style="list-style-type: none"> <li>◦ Aimed at students</li> <li>◦ Aimed at teachers</li> </ul> </li> </ul>
	Embed Wikimedia within curricula (third level)	<ul style="list-style-type: none"> <li>• Run a pilot programme teaching educators</li> <li>• Open dialogue with teacher unions and representational bodies</li> </ul>
	Embed Wikimedia within curricula (second level)	<ul style="list-style-type: none"> <li>• Run a pilot programme teaching educators</li> <li>• Open dialogue with teacher unions and representational bodies</li> </ul>

		<ul style="list-style-type: none"> <li>• Formalise relationship with groups already working with school groups (Teen Turn, Gaisce Awards)</li> </ul>
<b>Community Outreach</b>	Foster more community partners	<ul style="list-style-type: none"> <li>• Collaborate with other groups working within the open community in Ireland</li> </ul>
	Target partnership with the Irish language community	<ul style="list-style-type: none"> <li>• Collaborate with 2 other groups working within the Irish language</li> </ul>
<b>GLAM Outreach</b>	Formalise training and resources	<ul style="list-style-type: none"> <li>• Create learning materials <ul style="list-style-type: none"> <li>◦ Aimed social media managers</li> <li>◦ Aimed at educational officers</li> </ul> </li> </ul>
	Embed Wikimedia within GLAM practice	<ul style="list-style-type: none"> <li>• Formalise relationship with 2 more GLAM organisations in Ireland</li> </ul>