2017-2020 Strategy

WIKIMEDIA CH

Table of Contents

A. OVERVIEW

1. Introduction - Where does this document come from?

This document is based on the following inputs/guiding documents and discussions:
- PPT of Summer 2014 identifying strategic Directions ("WMCH Strategy" 2015-2020)
- Pdf of September 2014 ("WMCH Strategy")
- WMF [Annual Plan](#)
- Vision Finding Workshop in Bern (Staff and New Board, June 22, 2016)
- Idea Creation Workshop in Olten for the Community in Switzerland (17 attendants, July 9, 2016)
- Staff Meeting Lugano (July 19-20, 2016)

It is intended to outline and highlight WMCH's strategic impact directions and plans for 2017-2020 and will also form the basis for the annual plans to be drafted every year in September.
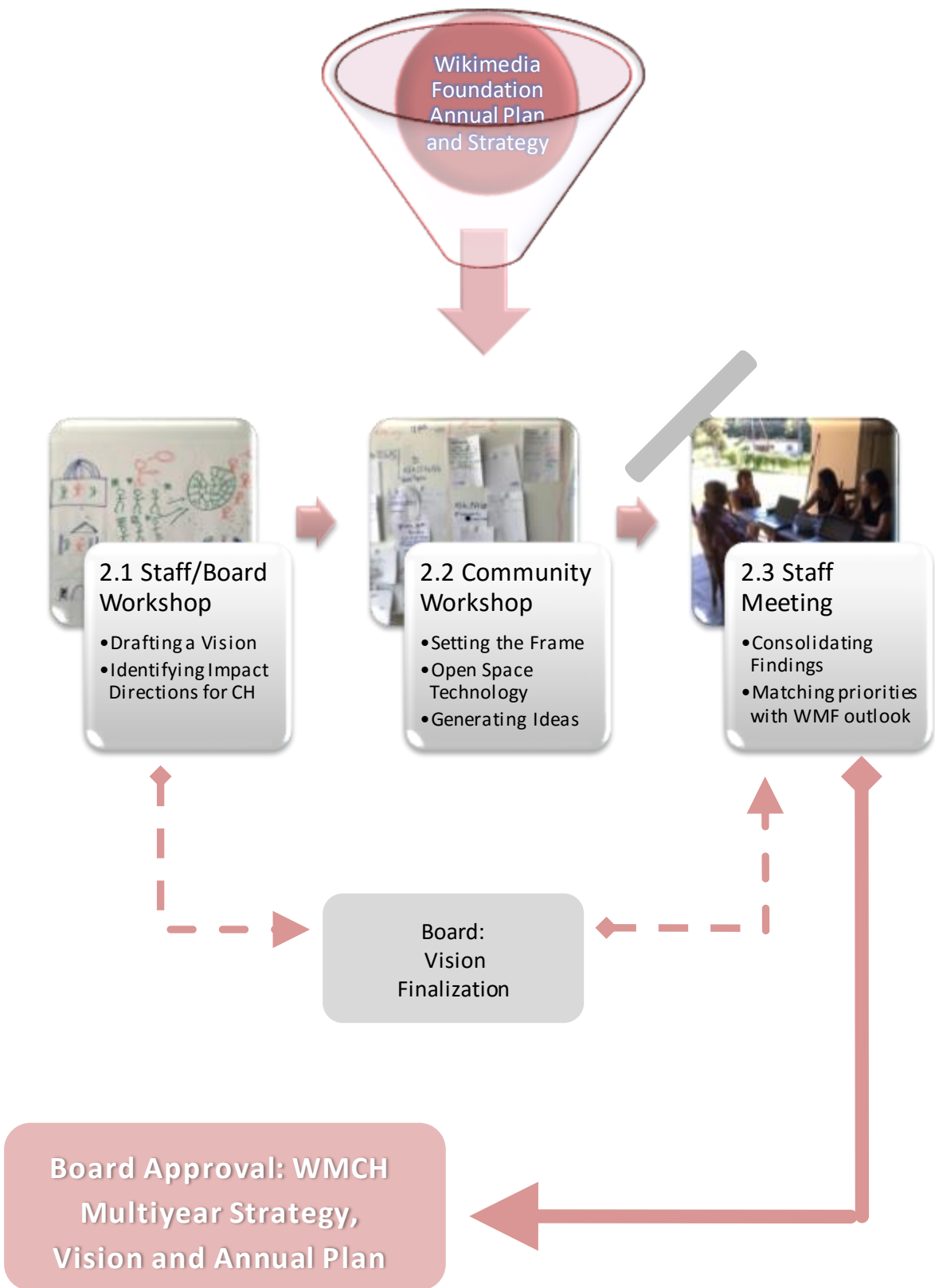
2. Background

In the past year, Wikimedia CH has seen many changes. At the end of July 2015, the Executive Director left for personal reasons after a turbulent period of time. The association was then led by committed volunteers, a situation that did not allow it to launch new sustainable project initiatives.

In early 2016, a new Executive Director arrived and a new Board was elected, bringing more changes along the way: some long-time committed members did not stand for re-election, and another member was not reelected.

In parallel, the Wikimedia Foundation also experienced major organizational changes within a couple of months, prompting many senior figures to leave the organization and the Executive Director to resign.

Following these changes, in order to re-build WMCH and to re-gain the trust from its members and wider community, the following process was engaged in, adhering to the overarching principles that:

- The impact of programs/projects in Switzerland would need to be commensurate with spent (human resources included)
- Programs/projects to be focused on need to add value to the Swiss operations meaning that a volunteer or community member could not (or only with difficulty) possibly work on the project/program on his/her own.

Wikimedia
Foundation
Annual Plan
and Strategy

2.1 Staff/Board Workshop
- Drafting a Vision
- Identifying Impact Directions for CH

2.2 Community Workshop
- Setting the Frame
- Open Space Technology
- Generating Ideas

2.3 Staff Meeting
- Consolidating Findings
- Matching priorities with WMF outlook

Board:
Vision
Finalization

Board Approval: WMCH Multiyear Strategy, Vision and Annual Plan

2.1 Staff/Board Workshop

The objective of this workshop on June 22, 2016 in Bern was to creatively brainstorm around the vision of WMCH as well as the main directions of impact/focus for the years to come. 11 members of staff and Board attended the workshop which was conducted in a participatory and open format in Bern.

The first question to be addressed was: "Please draw a vision for the years to come; also think about three main directions of impact". Participants received a flip chart paper and had access to a variety of colours; no talking was allowed. Once finished, all ideas were hung up on the wall as if in a gallery so that everybody could walk by and appreciate what the others had drawn. To continue, participants had to choose one (max. two) pictures that were not their own, observe what they'd see and write a number of appropriate key words, impressions, ideas around the drawing on moderation cards. Finally, these cards were collected by the moderator and shuffled. Sitting down in small, pre-defined groups, participants would now receive a stack of these shuffled moderation cards and were asked to come up with a maximum of 10 key words/impressions per working group as a summary. These cards were then presented in the plenary and a final output drawn together by the moderator (regarding the directions of impact):

Partnerships (collaboration, networking, lobbying/influencing, linking, outreaching)
- Volunteers
- Institutions (i.e. GLAM) and authorities
- Chapters
- Like-minded organizations
- Schools: enable and drive educational projects

Community (support, bridge, respect and train)
- Volunteers
- Members
- Contributors

Content (sharing, curating, collecting)
- Free knowledge

Another impact direction, directly linked to the WMCH as an organization was also identified:

Professionalizing the organizational structure
- Financial tools and processes
- Securing funding
- Technical platforms and processes
- Communication
- Soft skills (environment)

To continue before going back into smaller groups, the essence of what participants' thought a vision for WMCH should contain was gathered on a flip chart:
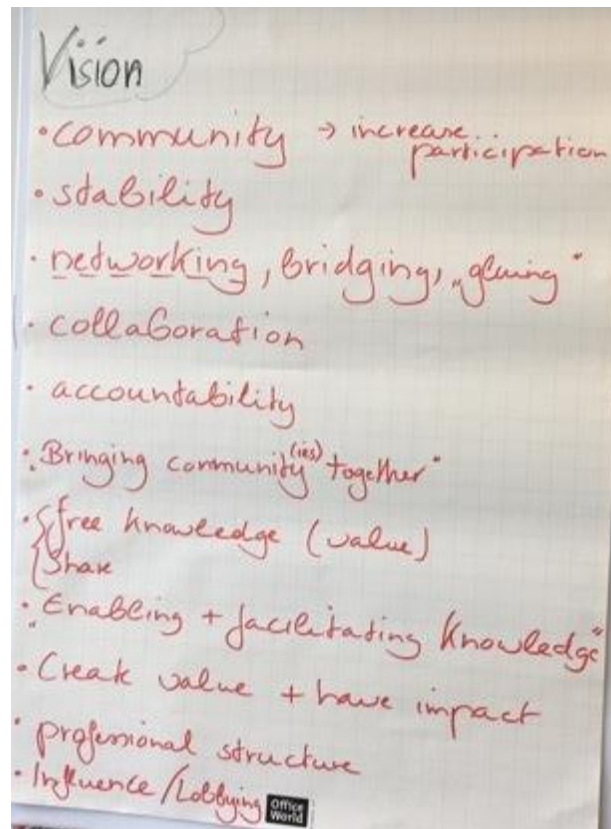
Now going back into small groups, the task was to come up with a concrete wording that would engage and at the same time represent the uniqueness of Switzerland in the landscape of chapters within the Wikiverse.

At the end of the workshop, the concrete vision wordings were presented and weighted by participants with coloured dots. The outcome reads as follows:

> *"As WMCH we are a stable collaborative, multicultural and accountable association. We represent the interest of the communities in Switzerland, open doors and bring people together with the aim of disseminating free knowledge for a smart & open society. We do that on one hand by enabling our communities to share knowledge and on the other hand by connecting the various stakeholders of the Wikimedia universe."[1]*

2.2 Community Workshop

On Saturday July 9, an open idea creation workshop was hosted in Olten to which 14 community members (German, French and Italian Speaking Switzerland), 2 Staff members and 1 Board Member attended.

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[1] During its extraordinary meeting of July 14, 2016, the Board decided on a final wording for the WMCH vision. It can be found in Chapter B. 1. below.

The objective of this workshop was to consult the Wikimedia community about ideas, programmes/projects that could be taken forward by WMCH and thus inserted into its strategic plan for 2017. In order to set the stage for the discussions, the overall framework of the Wikimedia Foundation (Annual Plan 2017) as well as the impact directions and draft vision of WMCH (see chapter 2.1) was presented to the participants. Staff members and their percentage of work were introduced and emphasis laid on the fact that WMCH with its current resources and staff is not in a position – and also not intended – to support all projects/programs that the community values but rather that a prioritization will take place in order to be able to deliver quality and impact for Switzerland.

What is more, the overarching aim of the workshop was also to begin acting as "glue" for the communities in Switzerland, a goal prominently highlighted coming out of the vision finding workshop. It was indeed the first time such a workshop was conducted for the whole of Switzerland involving all major communities.

As format for the workshop, the "Open Space Technology" was chosen so that all issues/ideas could be addressed and tabled. A summary of the various discussions can be found here.

Participants felt grateful at the end of the workshop and definitely felt that such a format and gathering should be conducted again in a year's time, when preparing the annual plan for the next year. They especially welcomed to reach out to participants from other parts of Switzerland and were astonished about the richness of ideas and projects conducted and put in place.

Another outcome of this day which will most certainly be implemented was the recommendation to hold either a public or a members' only session during the General Assembly (as is currently done in Italy) to:

- Promote the city in which the Assembly is held and reach out to/sensitize the General Public in terms of the purpose and projects of Wikimedia CH
- Use the time of participants in a valuable way by engaging them in purposeful side workshops/discussions.

2.3 Staff Meeting

From July 19-20 staff met in Lugano to consolidate the diverse findings and inputs and to validate the direction which the organisation should take for the next years.

3. Alignment to WMF Annual Plan and strategy

In order to align ourselves with the wider movement and in particular with the Wikimedia Foundation, it is of outmost importance to address the different priorities outlined in the WMF Annual Plan (2016/2017). As soon as a longer-term strategy and outlook will be available the present document will have to be adapted to reflect

potential changes. WMCH strongly believes that the growth and evolution of the movement as well as changes in global connectivity and knowledge seeking all underscore the need to develop a united strategy and ultimately a common vision for our future.

Although the WMF Annual Plan is considered in its totality while drafting the present strategic document for WMCH, the following key points are of particular importance as they represent an excellent opportunity and can be leveraged in Switzerland.

- **Community Engagement**
  – *Capacity building tools for core Wikimedia programs*
    The Program Capacity & Learning Team (PC&L) includes the Education Program, the Wikipedia Library, and Learning & Evaluation. Their work supports the development of community capacity to design and implement core movement programs including Global Education, GLAM, and Wikipedia Library, which connect people to people and people to content. PC&L initiatives help program leaders grow and scale core Wikimedia movement programs, through supporting leaders to share and learn which strategies work and which strategies have failed, and develop effective solutions faster.
  – *More support to GLAM partnerships*
    Through the community's Galleries, Libraries, Archives and Museums (GLAM) initiative, cultural institutions around the world share knowledge of their resources through collaborative projects with experienced Wikipedia editors. More than 100 institutions have participated in the initiative, which will become even more viable with Wikimedia Foundation support. Deepening support of GLAM is one of the ways we hope to achieve our third strategic priority: Increasing and diversifying the contribution of quality knowledge.
  – *Improve collaboration with community re: product development*
    The Technical Collaboration team helps developers build features in collaboration with our communities. We support Foundation's Product teams, volunteer developers, tech ambassadors, and other contributors who want to get involved in the planning, development, and deployment of Wikimedia software features. We act as liaisons between non-technical communities and developers, and we organize developer outreach programs and events, in order to create software tools and other products to be used by Wikimedia communities.
  – *Improve Connect volunteer developer work with community technical needs*
  – *Maintain quick public response time and expand community surveys*
    Continue responding rapidly to public questions around safety and support, while broadening WMF's surveys to better understand the community's needs.

- **Product**
  – *Increase global reach by increasing readership*
    The mission of the Wikimedia Foundation is to empower and engage people around the world to collect and develop educational content under or in the public domain, and to disseminate it effectively and globally. Beyond maintaining core functionality, for FY16-17 we will focus our resources on where we will have the most impact as guided by our mission: 1) increasing retention by improving reader

experience with our encyclopedias, 2) engaging new readers in an under-served geography, and 3) deepening engagement across our projects.

- *Maintain and build contributor tools*
Increase and diversify knowledge by developing high-priority curation and creation tools for user needs. The Community Tech team's focus is to build or improve tools for the most active wiki contributors, as prioritized by the community.

- **Technology**
  - *Expand research capabilities to equip product development*
  We turn research questions into publicly shared knowledge, design and test new technology, produce empirical insights to support product and engineering decisions, and publish research informing the organization's and the movement's strategy. We are strongly committed to principles of transparency, privacy, and collaboration; we use free and open source technology and we collaborate with researchers in the industry and academia.

- **Strategic Partnerships**
  - *Increase partnerships and promotions*
  The team will provide value for the Foundation through partnerships that increase readership, receive informative or actionable data from partners, or result in corporate donations. Distinct from the Global Reach team, these partnerships are generally focused on expanding or maintaining readership on WMF sites in markets where Wikipedia is already an established brand.
  - *Increase reach through new ways of partnerships*
  We need to reach new readers in countries where Wikipedia usage is significantly lower than demographic and internet/mobile phone access data would indicate. This work needs to be done urgently, at scale, and with dedicated resources. The Global Reach team will focus on 4 different types of partnerships:
    - Local governments
    - Nonprofits organizations
    - Educational institutions
    - Corporate Social Responsibility (CSR) oriented private sector companies.

- **Communications**
  - *Improve public understanding and appreciation for Wikimedia Movement and projects*
  Public awareness and understanding of Wikimedia's core purpose and value are critical to fulfilling our vision of reaching every human, and thriving in the future.
  - *Make brand more consistent, relatable, easily understood*
  We want people to make the choice to visit and contribute to the projects, partner with our movement, advance our values, and engage with our mission and brand. To increase this awareness and understanding we will continue to develop initiatives to promote Wikipedia and the Wikimedia projects. Those initiatives include storytelling materials to be used throughout the movement, outreach such as the annual report, and discussion of brand strategy with affiliates and interested community members.
  - *Identify and build understanding of new audiences*

To fulfill our strategic objective of reach effectively, we need to first identify potential new audiences and understand them. We want to identify and build deep understanding of the communications needs and tendencies of people unfamiliar with Wikimedia through initial outreach and evaluation. This includes conducting research in collaboration with other internal teams (Design Research, Reading, Global Reach, and others) to understand awareness, needs, and media habits.

– *Increase awareness and product adoption among specific audience segments*
Once we have identified focus audience segments and built an understanding of their needs and sentiment, we will work to raise awareness of the Wikimedia projects and help increase adoption of Wikimedia products. We will do this by iteratively developing and executing multi-channel communications campaigns tailored for specific audience segments. These campaigns will include content we distribute on our "owned" channels (social media, blog), PR, influencer engagement, and potentially live events. Our aim will be to help people connect with and use Wikimedia products and projects in the most relevant, accessible ways.

– *Grow and improve audience and engagement on the Wikimedia digital channels*
As media and communications continue to change outside of the Wikimedia world, we will be present on new digital channels, bringing attention to the Wikimedia projects and movement. We will increase both audience and engagement on multiple platforms of global social media, and on the Wikimedia blog, with continual daily communications showcasing Wikimedia content, connecting with people, and explaining the movement to new communities.

- **Legal**
  – Join with the Wikimedia communities in advocating for policy positions relevant to the work of the communities
  We advocate for the Wikimedia movement, mission, and values when lawmakers and government officials are considering policies that may affect how people can access, use, or contribute to the projects. Our public policy work takes many forms, from public comments – such as those submitted to the U.S. Copyright Office on mass digitization – to proactive litigation – such as Wikimedia v. NSA. Our goal is to protect and improve the environment in which the projects have been built by our contributors and to improve the reach of the projects consistent with our mission.

B. IN GENERAL – Wikimedia in Switzerland

1. WMCH Vision

As approved by the Board on July 14, 2016, the vision of WMCH reads as follows:

> *As Wikimedia CH we open doors and bring people together with the aim of disseminating free knowledge for a smart & open society. We enable our communities to share knowledge and connect them with the Wikimedia universe. We are a collaborative and accountable association representing the interest of our multilingual communities in Switzerland.*

2. SWOT Analysis

In Switzerland, the following opportunities and threats have been identified:

Strengths	Weaknesses

• WMCH has now decided to make its multilingual, diverse community and workforce to a strength and build upon it (even though realizing that it also constitutes a threat if not managed appropriately).
 	
• Possibility to build up the organization from the basis, learning from the past and looking positively into the future
 	
• Knowledge: many people in the organization are around since a long time and thus are extremely knowledgeable about what works and what doesn't
 	
• Very committed workforce
 	
• Wikimedia is a well-known and established brand
	• Currently WMCH has insufficient processes in place that cost a lot of time
	• Huge staff overtime accumulated over the last years
	• Only 3.3 FTEs in total hence not enough people to work on projects
	• Fundraising:
	  ○ Local donors have big expectations towards a Swiss association. They are complaining that they do not know what happens with their money (in terms of projects, partnerships etc.) -> Need for good processes, transparency and resources in order to respond adequately to these demands and concerns
	  ○ Lack of specific projects to "sell"; USP in Switzerland missing
	• Up to now: no clear focus or priorities in terms of programs and projects; no multiyear strategy and sustainable impact; mostly only one shot initiatives
	• Internal Communication between language communities: not enough sharing of know-how, best practices and ongoing activities
	• Annual Board Membership rotation which creates a very unstable environment
	• Different languages within the Board makes internal communication more difficult
	• Lack of policies and actionable rules regulating interactions between Board and staff, Board and Board, staff and staff
	• ICT environment not adequate and not satisfactory in terms of processes and needs
	• Very time consuming reporting and funding processes vis-à-vis the WMF

Opportunities	Threats
• Possibility to secure a lot of funding thanks to a well-known brand • Possibility to acquire and collaborate with a large number of partners and international organizations/associations/ foundations. • Shared languages with other Chapters meaning many possibilities for collaboration and jointly managed projects • Many international org. etc. in CH: could be used for more fundraising/external partnerships • Education markets seen as a yet untapped market; very good opportunity for us (intersection between schools and digital world)	• Wikimedia CH has a language burden: as much as this can be sometimes seen as a strength, the immediate consequence of having 3 (or even 4 as English is our *lingua franca*) languages is that we need staff to accommodate all regions in CH, even though all communities are not equal in size. This, in turn, generates structural costs as everything takes 4 times more resources (even if we don't have to have a Community liaison for each language area); • User attrition, which is probably compounded by the growing use of mobile which the projects have a hard time grappling with: organic recruitment of new editors is hard. • WMCH expensive compared to other chapters in an environment where money gets tighter. • Many NGOs and other associations are competing for donors in CH. • Possible cuts in funding from the WMF depending on their future policies • Lack of overall policies and guidance from the WMF as well as transparency as to metrics, best practices and outcomes of time intensive review and funding processes • Wikipedia platforms not adapted to attract younger or a more diverse audience (not user-friendly to gain more editors), i.e. mobile editing

3. Strategic Impact Directions for Switzerland

Consolidating all previous work and efforts, WMCH decided to use the image of a house as a metaphor illustrating the road ahead in terms of impact directions for the years to come (2017-2020).

The roof represents content sharing, curating and collecting in terms of free knowledge.

The house is made up of three main impact directions that we will focus our efforts on: Education, GLAM and Community (support, bridge, train). Underneath with dotted lines are our three enablers:

1. Communication
2. Diversity
3. Technology/Know-how

These enablers will allow us to evaluate whether a project/program should be integrated into our annual plan or not. The more enabler in a particular project, the better!

The **wall** of the house (not shown in the picture) represents WMCH with its processes (policies, financial, guidelines, ICT etc.), soft skills (human resources, people development) and tools. We would like to professionalize the organizational structure and therefore see the walls as holding the house together.

The **windows** of our house are transparent and indicate good governance. There are no hidden closets or pitfalls.

The **basis** of the house is given by the legal background; without a solid ground, no house can stand for a sustained period of time.

Our **neighbors** are like-minded organizations, other Chapters, the Wiki Universe and of course the Wikimedia Foundation; we are seeking contact and inviting people in, also attending "house warmings" and meetings at their houses. Our intention is not only to reach out, link, collaborate and network but also to lobby and influence where it makes sense.
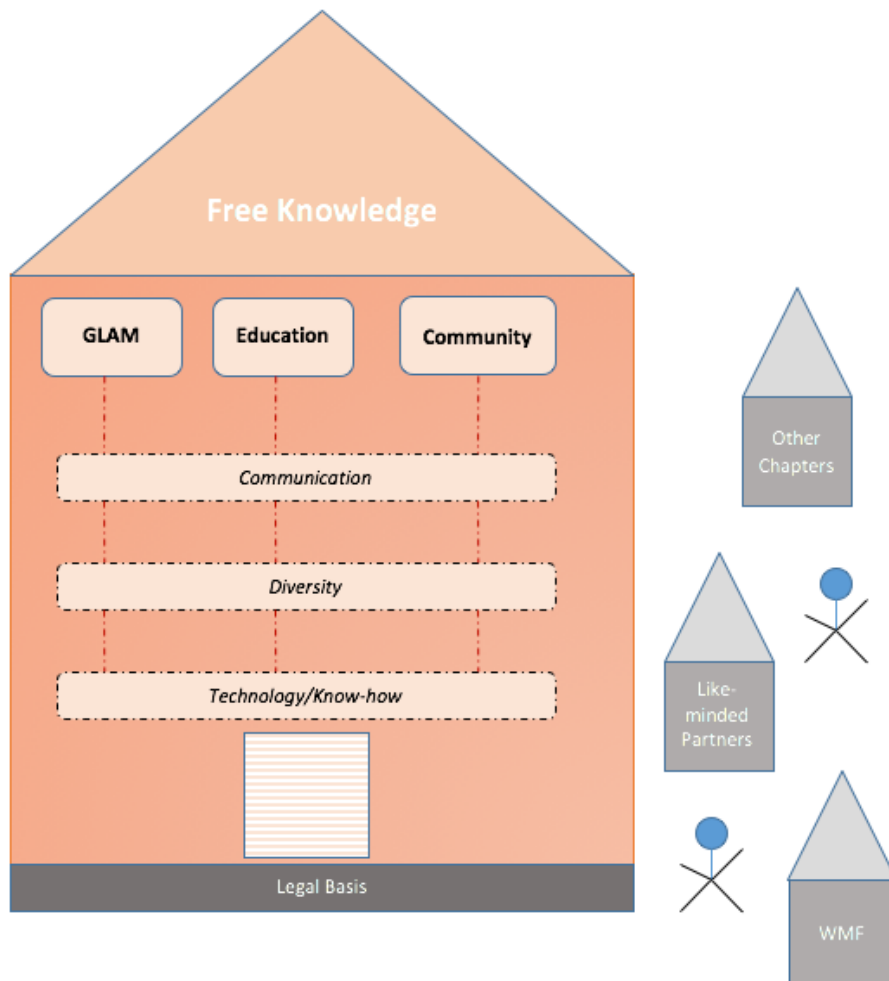
4. Where do we want to be in three years - Enablers

Identifying overall aims and SMART (Specific, measurable, achievable, realistic, timely) goals also forms an integer part of our strategy. We have thus asked ourselves:

- What do we want to achieve?
- Where do we want to be three years from now, in 2020?
- Why are we doing this?

To begin with, we need to mention that we are currently undergoing a major review of our ICT tools and environment. Although we do hope that some of it will already be implemented during the course of 2016, some tools will realistically only be migrated in 2017 as the revision of internal processes takes time. We are doing this in order to be able to effectively align our resources to the task instead of losing precious time and efforts due to double-tasking and non-compatibility of tools.

Now, first of all, let's take a moment to concretely look into WMCH's **three enablers**:

A. Communication:

For the moment, in terms of communication, WMCH is using only a couple of channels:

- Wiki's targeted at internal audiences such as members, wikipedians etc.
- The WMCH website for external audiences (mainly static information plus fundraising at the end of each year)
- A couple of microsites targeting for example GLAM or Kiwix.
- Social media (Twitter, Facebook)

In future and to support our **three main strategic directions**, a concrete **communication strategy** in line with an **appropriate information architecture** has to be drafted and designed in order to adequately address both internal and external audiences. This will allow WMCH to tackle not only which content should be produced but also how it should best be distributed and discovered by the various stakeholders.

In particular, it has to be decided whether to host institutional content solely on the WMCH website whereas specialized content would be featured on microsites nurturing our target audiences and engaging with a wider network. Looking into a time frame of three years, the following main objectives have been identified:

- Increase Wikimedia brand notoriety and visibility
- Increase the number of followers and active contributors (calls for action)
- Timely and adequate provision of information for the improvement of *public understanding and appreciation*
- Increase awareness and re-use of content/material among specific audience segments
- Engage with the community, identify and reach new audiences

- Partnerships with important players in the local communities (universities, like-minded associations, etc.); this network of associations will also be of major help when it comes to speaking at events or being more present as our limited human resources don't allow us to go everywhere ourselves
- Improving tools and introducing professional solutions and means to actively manage communication and outreach
- Become and be seen as an opinion leader regarding open data and dissemination of free knowledge

*Objectives which are in alignment with the WMF Strategy are marked in red are in line with the WMF (communications)

In particular, the re-use of data and text hast to be considered so that content and produced material can be used through various channels. In addition, the creation of various web services in line with our specialized strategic directions and overall education goals have to be considered so that content, videos etc. can be used on various partner sides and generate even more traffic (linked open data).

B. Diversity

Coming back to the last sentence of our vision, i.e.: "We are a collaborative and accountable association representing the interest of our multilingual communities in Switzerland", WMCH feels that it has a particular role to play in this regard compared with other chapters. Having three official languages plus English (and Romansh) in one small country not only means that we have to service and engage with a variety of different stakeholders, coming from a very distinct cultural background and having different ways of functioning; it also means that we are at the source of an extremely rich and potentially innovative society as we can implement strategies and programs/projects directly with different target groups/markets in different language regions.

Diversity thus forms an integer part of our (USP Unique Selling Proposition) in Switzerland and for the years to come, we would like to ensure that all our programs/projects benefit a maximum of people across the country, giving priority to those addressing diverse target audiences.

We also would like to further more regional collaboration in terms of concrete exchanges and common projects with the different language communities (As a first priority: France, Quebec and possibly Belgium for French; Germany, Austria for German and Italy for Italian plus of course as a second priority as not an official language here in Switzerland the UK and other English speaking countries). WMCH is also part of the Spanish speaking group of countries and actively participating in exchanges. In the next three years, we will be focusing on (internationally):

- Applying for common funding from the EU and other institutional partners/sources through the submission of joint projects
- Possibly Organization of joint events (Wikicon and alike)
- Regular exchange in terms of programming so as to "not reinventing the wheel"

- Knowledge transfer in terms of lessons learnt
- Possibly similar metrics for better transparency and comparison (where it makes sense)

And nationally:

- Working with Wikimedia projects as providing an educational solution for the inclusion of students with special educational needs

- Supporting more disadvantaged target groups (women, blind people, elderly people, people with "Special Educational Needs" etc.)
- Diversifying target audiences and reducing the digital divide of disadvantaged areas and regions (i.e. Alpine regions)
- Working around technical solutions to reduce the barriers to access/contribute to Wikimedia projects

Last but not least and knowing that the gender debate is an important topic for the movement as a whole, we are also committing ourselves to specifically paying attention to the gender and ethnicity gap partnering with and leveraging initiatives which address these challenges and provide for equal opportunities.

C. Technology/Know-how

In line with WMF's annual plan and outlook, we at WMCH also believe in the development of technology and the dissemination/transfer of know-how. As this enabler is overarching and also impacting all of our three main strategic directions, we thought it to be wise to include it as an enabler.
While we acknowledge that Chapters in general don't generally have a program for technological innovation or for supporting programmers/tools development, Switzerland has always supported this approach through partly financing Kiwix. What is more, considering that on one hand, Switzerland is an important country for technological innovation (ranked 1st by WIPO https://www.globalinnovationindex.org/analysis-indicator) and on the other hand the WMF uses 50% of their budget for IT related tasks and sees the development of tools as a strategical priority, WMCH also decided to give technology and innovation a special status.

In Switzerland, we truly have great incubators and hubs where creative and innovative minds meet: e.g. : EPFL, ETH, SUPSI… WMCH would like to be on the forefront of development and together with our community think about tools, research, products and technical needs that we could further. By doing so, we would like to aim for a sustainable future working closely together with our stakeholders, community and partners. In particular, our aims over the three years would be:

- Increasing our participation in IT conferences and with universities

- Investigating the possible collaboration with WMDE who already initiated a fellowship program with the aim to extend it to the DACH region in a first step and eventually even further.
- Sponsoring external hackdays to invite programmers and participants to experiment Wikimedia projects as a solution to integrate in their tools (i.e. specific prizes for hackdays)
- Looking into the possibility to further technological and digital innovation relating to our products/programs
- Strengthen the partnership with like-minded association (i.e. ATED) and developing joint activities
- Support volunteer developers, tech ambassadors, and other contributors who want to get involved in the planning, development, and deployment of Wikimedia software features
- Support the development of tools that can improve the development of projects and the other areas (i.e. tools to monitor the trend of the community)
- Support the development of tools that can improve the process of the Wikimedia projects (i.e. OCR quality)
- Improve and connect volunteer developer work with community technical needs
- Build or improve tools for our most active and relevant partners as prioritized by the community.

*Objectives which are in alignment with the WMF Strategy are marked in red are in line with the WMF (communications)

5. Where do we want to be in three years – Impact Directions

The sections below provide a general overview over the impact directions, WMCH is pursuing; some overarching goals for the years to come are listed as well as tables identifying in broad lines where the journey will take us. This document is intended to be a "living" document meaning that it will be revisited frequently so that plans can be adapted, learnings taken into consideration and potential outcomes revised. Please always refer to the relevant annual plans for a particular year to find out more details about what is planned and which metrics/outputs are to be achieved.

A. Education (universities, schools, etc.)

In 2016, WMCH has seen a large amount of unexpected bottom-up requests namely from schools and Universities. On various occasions, the community has also expressed the need for more activities in that particular domain. In conclusion and considering on one hand the importance of the field of education (generating new community members, sensitization, outreach and dissemination of free knowledge) and on the other hand the fact that Education has also been identified as an important strategic direction for like-minded chapters, WMCH decided to make it one of its three impact directions for the next years to come.

Wikimedia CH tried to understand the origin of these requests and the answer is that the schools are receiving a similar impact than the GLAM with the web 2.0 innovation and there is a specific discussion about how to introduce the new technologies at the school. Wikipedia has been considered for long time the source of students for their homework, but now there is a re-evaluation of Wikimedia projects by cantonal departments of education.

In the past, WMCH has already been able to establish several partnerships with some educational institutions within Switzerland. It conducted "train the trainers sessions" related to Wikipedia, particularly for primary and secondary teachers. Afterwards, these teachers were able to act as Wikipedia trainers themselves and introduced their students to editing and responsably consume Wikipedia. Furthermore these teachers were also able to provide and assist with tools which enabled their students to assess the quality of a Wikipedia article (and therewith improve their media competences).
Finally, WMCH partnered with several Swiss Universities where students and PhD candidates contributed content to Wikipedia and chose Wikipedia-related research topics.

In the next three years, we would like to increase our activities and to continue to investigate this trend in the field of education as we believe that we can reach new and distinct target audiences and thus generate a sustainable impact. Every year will see pilots and initiatives addressing distinct target audiences so that WMCH can learn and grow its influence in domains with a positive ROI, coming out in 2020 with best practices and new, innovative approaches.

Overarching qualitative Goals (2017-2020)

Knowledge (this goal is of course also connected to the impact direction of Community): ordinary Swiss readers know that they can edit Wikipedia themselves
- Teachers consider Wikimedia projects as their own thus something they can influence and actively use; they consider Wikimedia and related projects as an opportunity for free knowledge rather than a threat to their activities
- Wikipedia as such has its place in curricula across as many cantons in Switzerland as possible
- Students get credits when they work for editing Wikipedia articles (campus credits at University)
- The contribution of PhD students to Wikipedia will be institutionalized through professors who will make contributing to a mandatory task for their students
- Creation of laboratories where classrooms can experiment coding and Wikimedia projects (Wikispaces)
- Creation of a toolkit to be used at school by teachers (independently) to start their training with Wikipedia (a good example here would be *Coderdojo* with "create a Dojo" https://coderdojo.com/ or "resources for a dojo" http://kata.coderdojo.com)
- Introducing a new approach for teachers using and building upon the experience of Coderdojo

- Production of various resources and targeted materials to be placed on relevant communication channels
- More and extended collaboration with like-minded associations (organization of events, joint programming, youth hackathons)
- Joint projects with like-minded associations to propose Wikimedia projects in schools as a solution to introduce the "school 2.0" (i.e. coding or security or social media)

Year	Goals	Specific Target Audiences	Potential Partners	What?	Region in CH?
2017	Building School 2.0	Secondary Schools	ATED and SUPSI	Analyzing the needs of the schools in terms of technological innovation and review of educational programs. Planning phase of a Wikispace in connection with other partners to invite schools to experiment new solutions of learning using the technological innovation Launch of edu.wikimedia.ch using the model of coderdojo	Italian Switzerland
	Develop positive & active partnerships	Universities and within those structures specifically PhD students & professors	UNIL, EPFL, Uni Basel (existing)	Establish positive relationships with 2 new institutions in the field of higher education by providing presentations + workshops to the scientific community ->enabled by efficient communication + extending diversity by onboarding students and academics in the Wikimedia sphere.	Entire Switzerland
	Include Wikipedia in official higher education curricula	Currently, the HEG Geneva provides the only course in the French speaking part of Switzerland to train tomorrow's librarians. The course is entitled: "Bachelor en Information documentaire" Students at the University of Education in Zurich and Bern also have to be targeted as they will become the teachers of	- HEG Geneva - University of Education in Zurich - University of Education in Bern	Include a Wikipedia project in the official curriculum of 1 higher education school through collaborations with forward thinking teachers (i.e.: "mandate on documentary products, courses, theses etc.)	Romandie and possibly other regions in CH

				tomorrow.	
	Provide visibility and support the building of content in a sister project within the WIkimedia sphere	Introduce the WikiSource project to the greater public and existing contributors	Contributors	Organize 1 WikiSource presentation and contribution day per semester throughout the year. This would enhance the fact that we want to provide visibility to smaller (but dynamic) projects supported by the communication and diversity enablers. Also, this project would naturally require us to approach libraries which could potentially help develop GLAM partnerships.	First: Romandie
	Raise youth awareness for Wikimedia projects	Children from 10 to 18 years old	Devoxx4kids, ATED4kids	Organize 2 events with a Wikipedia workshop Prepare the Youth Hackathon for next year	Italian speaking Switzerland first (IT area), then possibly extension
	Wiki2learn collaboration	Universities	Wiki2learn	Joint activities to introduce Wiki2learn in the Swiss universities and experimenting solutions for visual impaired people	Whole Switzerland
	Teach the teacher model to reach a total of 150 future teachers	Secondary 1 +2 teachers	PH Zürich & PH Bern	3 sessions for future teachers	Bern & Zurich
	Expand the Open Science Fellow Program to Switzerland (after feasibility study and end of German pilot in March)	Academic Community	Wikimedia DE	Promoting opening up research and teaching in accordance with the principles of open science. The goal is to support scientists in making their own research more accessible.	CHDE area
2018	Building School 2.0	Secondary schools	ATED and SUPSI	Creation of a physical Wikispace for schools	Italian Switzerland and another part of

				Content delivered in edu.wikimedia.org as didactical units	Switzerland (TBD)
				Translation of the edu.wikipedia.ch in another language	
	Wiki2learn collaboration	Universities	Wiki2learn	Joint activities to introduce Wiki2learn in the universities and development of a plugin	Whole Switzerland
	Mobilize educational partners to become members of the Association	All the schools & universities with which collaborations were set up in the past	Educational partners	Empower partners to become members of the Association to support the diversity of members. (See community section as it goes hand in hand with developing an attractive offer to join WMCH as a member).	Romandie (could be extended to whole of CH depending on other activities).
	Raise youth awareness for Wikimedia projects	Children from 10 to 18 years old	Devoxx4kids, ATED4kids	Organize 2 events with Devoxx4kids having a Wikipedia workshop Organization of Youth Hackathon with use of NLP with robots	Whole CH, areas where IT projects can nurture and grow
	Organize a yearly public event in collaboration with a University	One of the Universities with whom previous collaborations occurred	A University + other like-minded institutions (depends on the theme of the event)	A conference or an edit-a-thon on a theme that echoes one of the University's important themes or specialities. This could possibly up to a diversity of fields the association has not yet communicated about.	Romandie, entire CH
	Include Wikipedia in official higher education curricula	One of the Universities with whom a previous collaboration occurred. Having the precedent of onboarding another school in 2017 will support this goal.	UNIL, EPFL, UNIGE, HSG, UniZH	Include Wikimedia projects in student's curriculum through collaborations with forward thinking teachers.	Romandie, entire CH

	Teach the teacher model to reach a total of 200 future teachers	Secondary 1 +2 teachers	PH Zürich & PH Bern	3 sessions for future teachers	Bern & Zurich
	Continue with the Open Science Fellow Program in Switzerland and support 1-2 fellows	Academic Community	Wikimedia DE	Promoting opening up research and teaching in accordance with the principles of open science. The goal is to support scientists in making their own research more accessible.	CHDE area
2019	Build a network of educational partners	People working in schools and universities + active contributors		The association could organize a yearly meeting for people invested in Wikimedia projects & working in Universities and schools to meet and share experiences and ideate about future projects and collaborations. Potentially organize a conference to support networking etc.	Romandie (could possibly be organized per region)
	Build school 2.0	Secondary schools	ATED and SUPSI	Improvement of the physical wikispace for schools Additional modules delivered in edu.wikimedia.ch as didactical modules Translation of the edu.wikipedia.org in another language	Whole Switzerland
	Wiki2learn collaboration	Universities	Wiki2learn	Joint activities to introduce Wiki2learn in the universities	Whole Switzerland
	Continuing the teach the teacher model to reach a total of 250 future teachers	Secondary 1 +2 teachers	PH Zürich & PH Bern	3-4 sessions for future teachers	Bern & Zurich
	Continue with the Open Science Fellow Program in Switzerland and	Academic Community	Wikimedia DE	Promoting opening up research and teaching in accordance with the principles of open science. The goal is to support scientists in making their own research more accessible.	TBD

	support 1-2 fellows			
	Raise youth awareness for Wikimedia projects	Children from 10 to 18 years old	Devoxx4kids, ATED4kids	Organize 2 events with a Wikipedia workshop Prepare the Youth Hackathon for next year	Whole CH, areas where IT projects can nurture and grow

B. GLAM:

Within the WMF but also in other Chapters, it can be seen that more and more GLAM partnerships, related activities and support are being prioritized. In the past years, WMCH has already begun to extend its help and further collaboration in terms GLAM outreach and partnerships. Currently, there is an excellent initiative encompassing many of the major institutions in CH that has a great potential for expansion and quality work, going beyond the usual Wikipedian in residence model. In addition, new statistic/administrative tools are being looked at which would definitely be of use in other countries.

On the other hand, the GLAM landscape in Switzerland is composed of many large institutions as well as a patchwork of smaller but nevertheless dynamic institutions. These small museums, galleries and cultural entities are very distinctive from the canonical GLAM as they help preserve a precious and singular heritage. WMCH therefore believes that, there is a major potential in terms of development and impact to be achieved also in that particular field, sometimes even linked to education. More regional/international collaboration could also possibly be a very interesting way of promoting these excellent initiatives and work further.

Overarching Goals (2017-2020)

- GLAM consider WMCH as a reliable partner from a technological point of view
- GLAM institutions have institutionalised the contribution to Wikimedia projects in their processes
- Having as many GLAM as possible in the Wiki GLAM coordination group (double the actual number of 11 existing participants by 2020).
- Building a strong community of GLAM institutions in Switzerland and exchanging with other countries/Chapters as well as the WMF on GLAM (Regional Collaboration)
- Building, testing and implementing a statistics and administrative tool which satisfies the internal reporting requirements of GLAM institutions in Switzerland so that they have the legitimacy to contribute to Wikimedia projects
- Reproduction of and learning from the GLAM tools in other countries, contexts
- Proposing additional technical solutions to GLAM to improve their participation
- Creating a benchmark and helping other countries and GLAM institutions in terms of tools
- Piloting at least one Regional GLAM with at least one of the language communities
- Diversifying GLAM collaboration (more impact in other projects than Commons), also establishing new partnerships like for example the IOC (with international reach)
- Extending the concept of GLAM (i.e. including ethnographic museums and/or cultural offices of dioceses)

Year	Goals (SMART)	Specific Target Audiences	Potential Partners	What?	Region in CH?
2017	Establish new partnerships to free content	French speaking institutions		Develop tailor-made projects with 1 entity + enable them to join the Swiss GLAM network and possibly join the European GLAM network	Romandie
	Increase network with Swiss institutions of all sizes	Special focus on Archives (public + private)		Organize simultaneous edit-a-thons in Switzerland on June 9, 2017 for the National Archive Day. Organize a pre-training day during Q1 in 3 national areas (supports diversity).	CH
	Extend our network with like-minded chapters to share best practices in the field of GLAM projects	Other chapters + GLAM + like-minded institutions i.e. Europeana		Participate in the 2016 European GLAM coordinator meeting (page in 2015); Participate in Europeana280	CH, possibly London or Paris
	Acquire new GLAM partners for two GLAM on Tour Events in Switzerland in 2017	In order to respect our appreciation for the language diversity in Switzerland, we are looking for partners in the bilingual area of Switzerland, where GLAM on Tour Events can be held in two languages and bring together two different language communities	Gutenberg Museum in Fribourg and further GLAM institution	Wikipedia Editing & Commons photographing GLAM on Tour Event	CH
	300 newly uploaded music records to Wikimedia Commons		Swiss Public Domain Foundation	Clean, digitize and upload rare and old music records for Wikimedia Commons & Wikipedia	CHDE
	Small GLAM	GLAM in general		Review of http://glam.wikimedia.ch and extended at least to 1 other language. Three GLAM will upload their content in	CH

				several formats (i.e texts, metadata, etc.).	
				At least 4'000 new uploaded files (images and data)	
				Uploading of 400 texts of alpine dialects	
				Approaching other types of GLAM (different from usual Galleries, Libraries, Archives and Museums)	
				Collaboration with another chapter in a transnational project.	
2018	Technological innovation	GLAM in general	SUPSI and Synapta	Development and improvement of statistical and administrative tools Development of a first release of NLP for OCR	CH
	Broaden our network by developing partnerships with local institutions	Various institutions of all sizes		Encourage 3 institutions in the Swiss GLAM network (1 per region) and convince at least 2 of them to participate in the European GLAM network	CH
	Organize a yearly national public event in collaboration with a specific type of GLAM	Following 2017's suggestion with the National Archive Day, we could shift the focus to another type of institution and suggest Libraries maybe.		Start planning in September 2017, an edit-a-thon that could be organized in simultaneous locations in Switzerland (for a national library day for example). Join initiatives such as 1Lib1Ref (happened for Wikipedia's 15th birthday but could take place again)	CH

Extend our network with like-minded chapters to share best practices in the field of GLAM projects	Other chapters + GLAM + like-minded institutions i.e. Europeana		Participate in the 2017 European GLAM coordinator meeting; actively contribute to international GLAM projects	TBD
Acquire new GLAM partners for two GLAM on Tour Events in Switzerland in 2018	In order to respect our appreciation for the language diversity in Switzerland, we're looking for partners in the bilingual area of Switzerland or in Italian speaking CH, where GLAM on Tour Events can be held in two languages and bring two different language-communities together		Wikipedia Editing & Commons photographing GLAM on Tour Event	Possibly Italian CH, and/or CH DE and/or Romandy
300 newly uploaded music records to Wikimedia Commons		Swiss Public Domain Foundation	Clean, Digitize and Upload rare and old music records for Wikimedia Commons & Wikipedia	CHDE
Technological innovation	GLAM in general	SUPSI and Synapta	Improvement of statistical and administrative tool Improvement of NLP for OCR extending it to another language	
Small GLAM	GLAM in general		Review of http://glam.wikimedia.ch and extended at least to other languages. Increase of three GLAM. New uploaded files and texts Continuing to include new types of GLAM different from the usual Galleries, Libraries, Archives and Museums..	CH

2019	Increase and strengthen the network with Swiss GLAM institutions of all sizes	GLAM Institutions in CH	Swiss National Library/Swiss Federal Archives	Share best practices & know how	CH
	Acquire again two new GLAM partners for two GLAM on Tour Events in Switzerland	In order to respect our appreciation for the language diversity in Switzerland, we're looking for partners in the bilingual area of Switzerland, where GLAM on Tour Events can be held in two languages and bring together two different language-communities		Wikipedia Editing & Commons photographing GLAM on Tour Event	CH
	300 newly uploaded music records to Wikimedia Commons		Swiss Public Domain Foundation	Clean, Digitize and Upload rare and old music records for Wikimedia Commons & Wikipedia	CHDE
	Extend our network with like-minded chapters to share best practices in the field of GLAM projects	Other chapters + GLAM + like-minded institutions i.e, Europeana		Participate in the 2017 European GLAM coordinator meeting; actively contribute to international GLAM projects	TBD
	Technological innovation	GLAM in general	SUPSI and Synapta	Improvement of statistical and administrative tool

Improvement of NLP for OCR extending it to another language | |
| | | | | | |

C. Community:

When speaking about the community, WMCH addresses men, women, older people, younger people, special audiences like for example visually impaired people, migrants. WMCH has an active member's base of more or less 2000 people (to be verified).

It is important to note that we consider our community as consisting of active/future editors as well as active/future members.

Overarching Goals (2017-2020)

- Ensure 70% satisfaction rate within the "super-user" contributors community
- Retain active contributors (retention rate of 85 % at least)
- Gain 25 % new members (Wikimedia Projects)
- Promote institutional membership by drafting an adequate strategy and the revision of adequate bylaws through having established and implemented a thorough communication strategy
- Timely and adequate external and internal communication
- Until 2020, WMCH will have sections on the website addressing at least FAQs and legal questions:
    - o Already existing content/resources will be made available, findable
    - o New resources will be provided on the website that are important to the community (curating and making them accessible)
- Diversifying the target of the website (GLAM and educational partners to be addressed in microsites and to keep the main website for members, donors and the general public)
- SLAs and other important information such as answering times will be put in writing on the website
- Activities/projects/recruitments will be communicated in a fully transparent manner (meta, website…)
- Access to the members' wiki will be automatically provided when somebody registers for becoming a new member of WMCH
- Development of tools to identify potential new users in the Swiss context and to monitor existing ones with statistics
- Diversifying public facilitating the access to Wikimedia projects (see diversity section)
- Organizing joint events with like-minded associations in order to communicate Wikimedia initiatives and goals
- Organizing joint online events with other Chapters or other associations

Year	Goals (SMART)	Specific Target Audiences	Potential Partners	What?	Region in CH?
2017	Increase of visibility and brand recognition	External Public (Stakeholders, media, partners…)		Draft a communication Strategy (external)	Whole CH
	Adequate and timely provision of information	Internal Public (members, wikipedians…)	IT Partner	Clean up the current executive/member wiki and rebuild site	NA
	Engage and support our communities	Communities		Launch of a first release of monitoring tool First study of Wikipedia.ch	CH
	Diversify communities	Blind and visually impaired		Analysis of usability for visually impaired readers	CH
	Increase the level of satisfaction	Wikimedia community (contributors + members of the Association) + external partners (GLAM + schools)		Provide qualitative support backed up by solid processes and measured thanks to yearly satisfaction survey	Whole CH
	Increase the diversity of the Wikimedia contributors	External public + Wikimedians		Organize Art & Feminism events in 2017 at a national level with a minimum of 3 satellite events per language areas. Apply Research finding on making Wikimedia projects more inclusive for blind contributors to the whole of CH if possible	Whole CH
	Build a tech community	Technical target audience	ATED	Prize during a Hackathon for a project involving Wikimedia	

				Two meetings with tech communities	
	Host 1 community & members survey				Whole CH
	Support to photography	Commons community and volunteers		Press accreditation and financial support A national photo contest	CH
	Award 22 Microgrants	Active contributors to Wikimedia projects	none		CH
	Award 25 Scholarships	Active contributors to Wikimedia projects	none		CH
2018	Increase members and services to members	Greater public + Wikimedia project contributors + local institutions		Provide added value (extra services, communication, event) for becoming a WMCH member. This will help WMCH develop a diverse member base.	Whole CH
	Award 30 Scholarships	Active contributors to Wikimedia projects	none		CH
	Award 30 Micro-Grants	Active contributors to Wikimedia projects	none		CH
	Diversify communities	Blind and visually impaired		Implementation of a solution for visually impaired	CH

	Build a tech community	Technical target audience	ATED	Prize during a Hackathon for a project involving Wikimedia Two meetings with tech communities	
	Host 1 community & members survey				CH
	Engage and support our communities	Communities		Launch of a second release of monitoring tool First release of Wikipedia.ch	CH
	Support to photography	Commons community and volunteers		Press accreditation and financial support A photo national contest	CH
2019	Award 30 Scholarships	Active contributors to Wikimedia projects	none		CH
	Award 30 Micro-Grants for	Active contributors to Wikimedia projects	none		CH
	Host 1 community & members survey				CH
	Engage and support our communities	Communities		Launch of a third release of monitoring tool Second release of Wikipedia.ch	CH
	Build a tech community	Technical target audience	ATED	Prize during a Hackathon for a project involving Wikimedia Two meetings with tech communities	

	Support to photography	Commons community and volunteers		Press accreditation and financial support A photo national contest	CH

D. Where do we want to be in three years – Other factors

At WMCH we don't believe that we need to reinvent the wheel each time. We would like to focus on our unique selling proposition (USP) and build a strong, viable organisation. However, we cannot do this without partnering up with other Chapters, like-minded organisations and of course the WMF.

We also believe that as an association of such notoriety we can and should use our unique position to influence and make our point wherever necessary and possible. This should of course be done in Switzerland, where WMCH is already seen as a prominent partner and stakeholder when it comes to copyright questions. But also on a European level where WMCH can partner with other European Chapters while working through a representative in Brussels our work should be reinforced. That being said, we envisage the following objectives moving forward:

Increase partnerships

WMCH will be looking closely at its USP in Switzerland and identify projects/programs that could be interesting for potential partners and donors. Concretely, WMCH will be developing a strategy and relevant marketing materials to look into opportunities for attracting:

- Partners who would participate with in-kind or financial donations
- Partners who would participate in staffing particular projects/programs
- Partners who would be interested in research topics or the provision of content
- Sponsors who would finance a particular service or software/ technology that we provide or put at their disposal

These efforts will of course closely accompany our major impact directions and be focused on our values in order to streamline what we are doing. Over time, this will:

- Make WMCH more viable financially
- Serve our communication/outreach goals
- Expand readership and participation
- Reinforce the brand notoriety

Switzerland, which thanks to its special status is home to many international organisations (UN, international sports movement, European entities…), non-profits, foundations and associations is a very fruitful terrain to start this kind of collaboration. Moreover, many international companies and startups also have their European headquarters in Switzerland which will allow WMCH to diversify its efforts and tackle various prominent partners, namely their CSR (Corporate Social Responsibility) departments, technology and innovation labs and hubs etc.

Increase impact and reach through public relations

Because of its notoriety and influence, the Wikimedia movement as such and WMCH in particular has a major opportunity to contribute to policy shaping and public debates. On a Swiss level, many important stakeholders are already reaching out to WMCH for opinions and support. We therefore would like to become more active in that regard advocating for issues around copyright, freedom of panorama and "net neutrality" that are important to us. We will do so in aligning ourselves with the policy direction and stance the WMF is adopting and at the same time reach out to like-minded organizations where it makes sense in order to become strong and respected actors and partners within the various debates.

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

We understand that certain activities (to be confirmed in detail) will not be funded from the WMF as its legal status in the US would not allow for such activities. We are therefore committing ourselves to finding own funds for such activities.

6. Overarching Organizational Priorities

Budget and human resource implications

Currently WMCH is following a strategy which could be called "fix the basis". In 2016 we started a major review of our **ICT tools and environment**; the migration will however continue during 2017 as the revision of internal processes takes time. We are doing this in order to be able to effectively align our resources to the tasks instead of losing precious time and efforts due to double-tasking and non-compatibility of tools.

Next to our ICT processes and tools, in 2017 we will also continue to **revisit job descriptions** so that the staff can adequately allocate its resources to the identified impact directions, aligning with their development potential and wishes as well as with their strengths. Emphasis is put on **nurturing** and **enabling employees** as WMCH values the time and efforts each and every one is putting into the Association - evolving in an environment which is not always easy to handle.

Finally, aligned with WMF's plans, WMCH will be putting **communications/marketing** at the forefront between 2017-2020, leveraging its programs and projects and becoming more visible. Communications/marketing is like the "glue" holding all of our impact directions together and ensuring an appropriate ROI and output. An **internal** as well as **external communication/marketing strategy** along with relevant channels and measures will be be drafted as a first step in 2017 in order to:

- Adequately and timely inform our diverse audiences in the relevant languages

- Allow for effective reuse of content, data and material for the purpose of outreach and meeting our various program/project goals and objectives.
- Allow to portray a professional organization servicing our community and responding to external needs/requests

All of these efforts related to organizational effectiveness, namely:
- ICT related tools and processes
- Adequate allocation, nurturing and development of existing human resources
- Internal and external communications and marketing

will be directly linked to programs and projects so that their goals/objectives can be evaluated and followed over time. Related budgetary expenses will be reflected in the various programs.

In order to develop capacity and in line with the above, WMCH foresees some investment in "human capital" during the course of the next three years, particularly in terms of the provision of professional communication, marketing, fundraising as well as ICT support, crucial to the overall functioning of the organization. Careful consideration will be given to various forms of engaging with individuals, be it on a contractual or on an employment basis. However, no significant increase in its headcount is foreseen, more a shifting of percentages and tasks as well as the sourcing of particular knowledge in identified fields of competence.

Finally, WMCH will do all that is possible to solely use its allocated WMF funds wherever possible for programs and projects, tying the administrative and operational expenses more to its own fundraising in order to become sustainable and hopefully be able to apply for multi-year funding at the WMF over time (if the current pilot projects are fruitful of course).

Measuring Impact and Success

Each impact Direction as well as Outreach and Partnerships has a logic model at its basis which will be reviewed each year (please see the annual plan for 2017). Overarching Goals and SMART objectives are carefully selected in order to represent reality and allow for evaluation of progress. Especially the Impact Direction of Education - as new for the organisation - will imply the conduct of feasibility analyses as well as pilots in order to find out whether the various parameters of the programs/projects meet the requirements and will indeed lead to the desired impact. Additionally, the careful selection of target groups, accompanying measures to reach these and the attainment of our organisation's objectives will be looked at.

To mention it again, the present document is thus intended as a living document, being revisited from time to time and adapted to the changing environments and needs. However, the overall Impact Directions will remain unchanged between 2017-2020,

unless a major cut in funds or non-attainment of objectives because of unforeseeable circumstances necessitates an adaptation. Annual plans will be crafted each year after consultation with the community (to ensure that WMCH is still aligned with needs) and a call for proposals. The learnings will not only be integrated into the progress and final reports but also find their way into the multi-year strategy.