

# Report from the Portuguese Presidency Europeana Conference

**Towards recovery: digital capacity building in the cultural heritage sector**  
**3-4 June 2021**



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**Europeana Foundation**  
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## REVISION HISTORY

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0.2	August 2021	Europeana Presidency Conference Team	Europeana Foundation	Input, alignment, copy edit
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## Table of Contents

[Foreword](#)

[Executive summary](#)

[Next steps](#)

[The conference](#)

[The keynotes](#)

[The roundtable debate](#)

[The case studies](#)

[The workshops](#)

[Manuscripts on stage Transcribathon](#)

[Marketing and communication](#)

[The impact](#)

[Acknowledgements](#)

### Annexes

[Annex 1: Notes on Digital Transformation & Digital Capacity Building](#)

[Annex 2: Speakers](#)

[Annex 3: Programme](#)

[Annex 4: Europeana Foundation Team](#)

[Annex 5: Participants](#)

[Annex 6: References](#)

# Foreword

Under the rotating Presidency of the Council of the EU, Europeana organises a conference in conjunction with the respective Member State holding the presidency. Europeana presidency conferences are an opportunity to emphasise the value of digital cultural heritage to the European agenda and to reinforce the priorities of the presidency.

The Europeana digital event echoed the key priorities of the Portuguese presidency in relation to culture in the areas of recovery, resilience, and capacity building for digital transformation.

Portugal drove forward an agenda with culture at its heart. Its policy programme looked towards a new future for Europe, paying attention to the implementation of the EU recovery plan in the cultural and creative sectors. The programme also had a focus on the role of digital transformation in this context and on creating a European digital identity that promotes access to quality data, and supports the role of digital in a democratic, open and sustainable society.

The Europeana event looked to move reflection and discussion forward in the key area of digital capacity building.

## Executive summary

This report presents proceedings, findings and outcomes from the Portuguese Presidency Europeana Conference 'Towards recovery: digital capacity building in the cultural heritage sector' on 3 and 4 June 2021. This digital conference was part of the Europeana DSI-4 Year 3 implementation plan. It was held under the auspices of the Portuguese presidency, in collaboration with the Ministry of Culture and the National Library of Portugal. It involved 89 participants from 42 countries across the sector over 2 days. The event brought together policymakers from European ministries of culture, national coordinators, experts in the field, representatives of the European Commission and the Digital Cultural Heritage & Europeana (DCHE) Expert Group.

This report provides insights and a brief analysis with regards to the goals that Europeana and the Portuguese partners set for this conference. This includes a discussion on the meaning of digital transformation, exploration of the digital capacity building in the sector, and the aspirations for achieving that.

The conference aimed to stimulate reflection and dialogue around capacity building, to enable participants to make sense of their own contexts and experiences. The conference was part of a series of ongoing efforts to get a shared understanding of digital transformation and investigate digital capacity building across the European cultural heritage sector. The event provided an opportunity to help shape such understanding and placed cultural heritage in the spotlight as part of Europe's recovery.

At the conference, the participants exchanged views, successful approaches and common challenges around capacity building to deepen their understanding of capacity building for digital transformation across the European cultural heritage sector.

Parts of the event were invite-only - aimed at cultural policymakers from EU Member States. Other sessions were open to the public.

Four high-profile guests welcomed participants to the conference and shared their insights for how a 'digital decade' can ensure culture plays its role in Europe's social and economic development and recovery.

A roundtable discussion on the meaning of capacity building saw the speakers Alek Tarkowski, Cosmina Berta, Jonas Heide and Susan Hazan explore and confront different perspectives.

Four case studies reflected on digital capacity building and showcased opportunities for and inspiring examples of growth and positive action to build capacity: Brigitte Vézina and Eveline Heidel (Scann) introduced the Creative Commons training and certification programme. Elizabeth Rosenberg talked about a study by NEMO on the consequences of

COVID-19 and building resilience in European museums. Adriana Nogueira presented the Algarve Digital Newspaper Archive to the audience and Maaïke Verberk introduced the DEN Academy Leadership Programme Pilot.

Two workshops aimed to help participants and Europeana shed light on what we mean by digital capacity building and how it can empower the cultural heritage sector in its digital transformation.

For this report, we summarised, condensed and simplified notes, transcripts, recordings of the speeches, roundtables and case study presentations as well as data from the workshop Miro boards down to a summary.

We learned there is no one-size-fits-all approach to capacity building. The needs, challenges and approaches, as well as the key components of capacity building models, outcomes from these models, and the road ahead for the Member States and their institutions are many and diverse.

We found the following elements to be important in supporting digital capacity building:

- integration of cultural heritage goals into national strategies
- clear policy direction
- advocacy for the sector
- allocation of sufficient funds to the cultural sector and its digital transition
- the European Commission's support and leadership
- training
- multilinguality
- collaboration within the sector
- cross-sectoral collaboration at local, national and European level.

The variety of these considerations from diverse perspectives reflects the multi-faceted nature of capacity building.

The workshop process proved meaningful to the Foundation team. It helped us to better understand the problem space and shed light on how Europeana can support building capacity in the sector. The process proved to be a capacity building exercise in itself both for the Europeana Foundation and hopefully for many individual participants.

## Next steps

This meaning-finding conference was conceived to be part of the first phase of Europeana efforts to support capacity building in the sector. In broad outlines, the Europeana Initiative will continue to reflect on and facilitate conversations on capacity building, building on the outcomes of this meeting.

A solid synthesis of the outcomes of the conference will inform the Europeana Capacity Building Framework for digital transformation currently under development. The framework models how we approach capacity building to harmonise activities - contributing towards empowering and motivating professionals, and driving a sustainable change. Based on data gathered from stakeholders and a range of user research, tools and models are developed in the framework to facilitate harmonisation.

We will investigate, debate the substance of and make sense of the insights, statements or findings from the participants. Together with stakeholders and members of the Aggregators Forum and Network Association, we will explore and build on what was missing from the conversations and what patterns we see, where the Europeana Initiative can be most effective, and where it can play a supporting role in capacity building around digital change in the sector.

We will continue to develop an impact model for our capacity building work - so that we can get a step closer to documenting how the work we do brings about changes to our communities, and how that connects with capacity building for digital transformation. Based on this we will develop a preliminary reporting framework to start to see the measures and metrics. Feedback will be invited from a wide range of stakeholders to refine and validate the model.

We will continue to interrogate the vision of digital transformation, what some of the current hurdles are, what changes are needed to lead to capacity-building. Using feedback from the conference workshop participants we have documented and refined the workshop exercises in a Capacity Building Playbook. The playbook supports a structured approach to capacity building and the development of a shared vocabulary for it. And it will continue to be tested and validated with input from stakeholders.

We now call for participants and other relevant parties to repeat this meaning-finding / sense-making work in their own organisations or context to explore:

- how these findings affect the understanding of, or implementation of their capacity building and digital transformation plans;
- which insights or statements resonate with them;
- what new questions they might have.

To recover from the pandemic and to create a resilient and successful cultural sector, we invite all the players to envision and lead capacity building together at a variety of levels: policy, behavioural, and sector-wide.

# The conference

## Highlights from the conference

With a focus on digital transformation and capacity building for it, the conference addressed a variety of topics: needs, challenges, impact. The conference gave us a platform to raise issues that are important to the cultural heritage sector in their quest/journey for digital transformation.

A diverse panel of speakers and participants ranging from cultural policymakers to cultural heritage professionals from many countries attended the conference. The perspectives offered by the speakers and participants contributed to our basic understanding of capacity building in the sector.

**We learned there is no one-size-fits-all approach to capacity building** - The needs, challenges, approaches, key components of capacity building models, outcomes from these models, and the road ahead in the Member States and their institutions are many and diverse. These elements are not uniform across the Member States or across the sector. There is no such universal solution to capacity building. A one-size-fits-all approach doesn't seem to work. The more customised the model to the context and situation, the more successful the overall outcome.

**The participants suggested that a range of considerations are critical to support digital capacity building:** integration of cultural heritage goals into national strategies, clear policy direction, advocacy for the sector, allocation of sufficient funds to the cultural sector and its digital transition, the European Commission's support and leadership, training, multilinguality, collaboration within the sector and cross-sectoral collaboration at local, national and European level. The variety of these considerations from diverse perspectives reflect the multi-faceted nature of capacity building.

Other interesting highlights from the two days:

- Europeana as a platform for collaboration gives impetus to digital transformation of the sector.
- Everyone is a change agent and can contribute to transformation.
- Capacity building is a complex feat which needs to be brought down to a few-step process that fits one's context.
- Culture carries intrinsic value and is the 'social glue' for Europe.



## The keynotes



**Europeana** @Europeanaeu · Jun 3

The Portuguese Minister of Culture acknowledges the value of Europeana in helping the sector #BuildDigitalCapacity: "Europeana as a driving force behind the digitisation and accessibility of Europe's #CulturalHeritage". #EU2021PT



Screenshot of a tweet shared by Europeana during the conference, reading 'The Portuguese Minister of Culture acknowledges the value of Europeana in helping the sector #BuildDigitalCapacity: "Europeana as a driving force behind the digitisation and accessibility of Europe's #CulturalHeritage." #EU2021PT' CC-BY-Europeana

**Minister Graça Fonseca** recognised the important role culture plays in social and economic cohesion and in the recovery of the European economy in the post-pandemic world. She highlighted the importance of Europeana as a driving force behind the cultural heritage sector. She hopes that the mission and values promoted by Europeana could continue beyond this event fostering the permanent reinforcement of digital transition and the permanent role of culture in social and economic development of Europe.

[Watch Minister Fonseca open the conference](#)



Europeana  @Europeanaeu · Jun 3

In his keynote speech, Yvo Volman emphasised the need to [#BuildDigitalCapacity](#) and the valuable role of Cultural Heritage Institutions in Europe's vision for [#DigitalTransformation](#). Keep an eye on [@Europeanaeu](#) for the latest updates on the [#EU2021PT](#) Europeana conference!



Screenshot of a tweet shared by Europeana during the conference, reading 'In his keynote speech, Yvo Volman emphasised the need to [#BuildDigitalCapacity](#) and the valuable role of Cultural Heritage Institutions in Europe's vision for [#DigitalTransformation](#). Keep an eye on [@Europeanaeu](#) for the latest updates on the [#EU2021PT](#) Europeana conference.' CC-BY-Europeana

**Yvo Volman** introduced the next decade as Europe's [Digital Decade](#) and the Cultural Heritage Digital Decade. He reiterated the important role cultural heritage institutions can play in the Digital Decade. 'The Digital Decade is about Europe's vision for digital transformation to be digitally sovereign in an interconnected world - built around digital skills, digital and secure infrastructure, digitalisation and digital transformation. The vision comes with a [Digital Compass](#) built around digital skills, digital and secure infrastructure, digitalisation of public services, and the digital transformation of businesses. In the coming years three elements will fundamentally change the digital landscape: 1) high speed connectivity and performance, 2) the abundance of data and 3) better tools and capacity to process the data. The cultural heritage sector is one of the forerunners in making data widely available and opening it up for reuse. Europeana will be the seat of the cultural heritage data space, with extended functionalities: high quality content, 3D and artificial

intelligence, wider reuse of digital cultural heritage, cross-sector and cross-border cooperation. Data from Europeana can be reused innovatively in tourism, education, gaming, and the like. The key strength of Europeana content lies in its authenticity. The cultural heritage scene is changing which brings about new needs and opportunities to increase its contribution to society. Europeana has a central role to play in that. The EU supports the sector in its digital capacity building with policy and funding. To help get the sector ready for the digital future, the European Commission is updating its Recommendation on digitisation and online accessibility and digital preservation of cultural material<sup>1</sup>. This is the moment to build the future and use the Recovery and Resilience Facility to get cultural heritage institutions ready for the digital future.'

[Watch's Yvo keynote](#)

**Maria Cordeiro** reflected on resilience and its relation to digital transformation. 'Being resilient means capacity to survive, change, and grow in the face of all hardships. Disruption brings about resilience. Capacity of being resilient is strategic to all fields and at many levels: that of individuals and their skills, organisations and their management, communities and their driving forces. Digital transformation is multi-directional, variable, open to diversity, and prone to rapid change. Beyond technology a great deal of digital transformation is of social nature and involves social innovation. From a strategic and organisational point of view Europeana has been an excellent environment for us to exercise the social aspects of sharing and learning and together making innovation happen.'

[Watch Maria's speech](#)

**Rehana Schwinniger-Ladak** talked about the opportunities for funding capacity building in the Recovery and Resilience Facility. She shared insights into the European Commission's recovery plan and the Recovery and Resilience Facility for a green, digital and resilient Europe. 'Some opportunities are known as part of the past and ongoing programmes - the reinforced long term multiannual (2021-2027) budget of €1,100 billion (among which Creative Europe, Horizon Europe, and Digital Europe Programme). Others are new, providing enormous opportunities: the Next Generation EU (2021-2024) boosts the EU budget with €750 billion including the Recovery and Resilience Fund (€560 billion) to mitigate the impact of the COVID-19 pandemic and offer financial support for investment and reform in relation to green and digital transition. It includes grants and loans for the implementation of the Member States' Recovery & Resilience plans in line with the objectives of the European Semester, a well established framework for policy coordination across Europe. The national plans will be the main reference documents for the Member States' initiatives up to mid-2026 with a bi-annual reporting cycle. The RRF is not only about injecting funds but also creating the necessary conditions to mitigate the challenges


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<sup>1</sup> <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:283:0039:0045:EN:PDF>

identified in the European Semester. The RRF national plans should support a number of objectives and mainly address climate change (37%) and digital transformation (20%).'

## Main features of the RRF

Functioning	Grants and Loans	Assessment Criteria
<ul style="list-style-type: none"><li>• Linked to progress: Payments in <b>installments</b>, when <b>milestones and goals</b> are met</li><li>• National RRP with reforms &amp; investments for the years up to mid-2026.</li><li>• Member States report twice a year in the framework of the European Semester</li></ul>	<ul style="list-style-type: none"><li>• Final national plans by <b>30 April 2021</b> as a rule, can apply for grants until 31 December 2023</li><li>• Allocation of up to 70% of complete contribution in 2021/22; remaining allocation in 2023</li><li>• <u>Prefinancing</u> of up to 13% available in 2021</li></ul>	<ul style="list-style-type: none"><li>• Climate transition: 37%</li><li>• <b>Digital transformation: 20%</b></li><li>• Addressing country-specific recommendations</li><li>• Appropriate balance between reforms and investments</li><li>• Do-no-significant-harm principle for all reforms and investment</li><li>• Solid audit and control system to ensure that the financial interests of the Union are protected</li></ul>



Europeana conference 3 June, Rehana Schwinninger-Ladak's presentation, European Commission

The European Commission has encouraged the Member States to include connectivity, R&D, human capital, public services and businesses, capacities and technologies, and green digital in investments and reforms around digital transformation.



## 20% for digital transformation

- ❖ Connectivity
- ❖ Digital-related investment in R&D
- ❖ Human Capital
- ❖ E-Government, digital public services and local digital ecosystems
- ❖ Digitalisation of businesses
- ❖ Investment in digital capacities and deployment of advanced technologies
- ❖ Greening the digital sector



Europeana conference 3 June, Rehana Schwinninger-Ladak's presentation, European Commission

The Commission has also provided guidelines and country-specific recommendations on the modernisation of the cultural sector, digitisation of the cultural heritage, investment in the cultural sector infrastructure; however, it's up to the Member States where and how to invest and reform. The European Commission is currently assessing the submitted plans. There are also opportunities to support digital capacity building in the cultural sector through direct EU funding mechanisms: Horizon Europe, Digital Europe and Creative Europe.

[Watch Rehana's speech](#)

## The roundtable debate

At the roundtable Alek Tarkowski, Cosmina Berta, Jonas Heide and Susan Hazan shared their perspectives on digital transformation and capacity building for it, moderated by Harry Verwayen.



Europeana conference 3 June, screenshot of roundtable participants, CC-BY  
[Watch the debate](#)

The debate underlined the importance of keeping cultural heritage trustworthy, sharing-caring-mindfulness, bridging the divides, good digital strategies at institutional, national and European level, and the improvement of the processes.

**Everyone is an agent of change** - The panel affirmed that individuals, communities and networks have a crucial role in capacity building. Every single effort is important.

**Transversal sharing** - Our sector is a diverse one and naturally there are diverse approaches to digital capacity building. Sharing common challenges, finding patterns and devising common solutions is key. That's where horizontal communication and transversal knowledge sharing come to play.

**Bridging the digital divides** - Digital transformation is already underway. In a post digital transformation moment, sharing, care and mindfulness are crucial. The pandemic has caused a huge divide in the digital sphere. The more we advance in digital the more we need to care about those left out.

**Lessons learnt** - During the pandemic, many lessons are hopefully learnt. Our maturity and our ability to hold on to our learnings and build on them is all important.

**The value of data** - Data per se has no value. The purpose data serves defines its value. Data flows and fuels collaboration especially in data driven economies. But it is not always used appropriately. The role of the cultural heritage sector is to show good data, the responsible use of data, and working with data properly (eg. using cloud solutions).

**Organisational and personal development strategies** - Organisational and personal development and capacity building for each require different approaches.

## The case studies

### Case study 1

#### Creative Commons

By Brigitte Vézina and Evelin Heidel



CC BY Creative Commons

[CC Certificate](#) is an in-depth course on CC licences, open practices and the ethos of sharing in our global digital common. The CC Certificate helps to build an equitable, accessible, and innovative world through sharing open knowledge and culture. The courses include readings, quizzes, discussions, and practical exercises to develop learners' open skills.

Creative Commons provides personalised engagement with expert facilitators and copyright lawyers in the field, and offers a 1:25 ratio of facilitators to course participants.

The courses are offered on three tracks: (1) Certificate for Educators, (2) Certificate for Academic Librarians, and (3) Certificate for GLAM - in development. The three courses are similar up until the final unit, where content, discussion and project prompts vary. The final unit for Educators focuses on open pedagogy, the Librarians unit focuses on open access, and the GLAM unit focuses on the process for legally opening access to content in galleries, libraries, archives and museums.

Creative Commons also encourages cross-course discussions and information sharing in optional webinars and collective Slack channel for all courses.

Courses typically start in January, June and September.

The CC Certificate was created in response to a growing need that the Creative Commons saw emerging for open licensing expertise in various countries and institutions. The rise in demand coincided with an increasing number of open licensing requirements on grants (foundation and government) and increased adoption of open educational resources and practices at educational institutions.

The approach was a community-based development process, with lots of iterative improvement processes. The Alpha and Beta courses provided significant feedback to help improve it before the official launch. The Creative Commons invested time, money, convincing management, promotion and marketing in the process. Multiple CC staff were involved in creating the Certificate. Now Creative Commons has the equivalent of 1 FTE dedicated to running and scaling the Certificate.

The expected impact was to increase knowledge and skills, offer tools to apply knowledge, build a body of resources to be built upon and improved, and a community of like-minded peers. This included in-depth expertise about CC licenses, open practices and the ethos of sharing in our global, digital commons; and, increased knowledge and skills, a community of like-minded peers.

The Creative Commons has registered over 994 people for online Certificate courses, with 889 graduates from 56 countries and 17 CC Certificate Facilitator Training Graduates to date. 71.5% of alumni polled use knowledge they gained from the course at least weekly. 86% of alumni polled use knowledge they gained from the course at least quarterly.

Creative Commons currently offers digital capacity building around CC licences and open practices through:

- Open Education Resource (OER) is a 100% CC-BY open-educational resource for informal learning and research. It's free and can be downloaded in editable file formats on the Creative Commons website.
- CC Certificate is the Creative Commons' main offering and is a facilitator-led online 10-week course. It costs US \$500 and provides a CC Certificate upon successful completion of the course.
- Creative Commons is developing a Bootcamp version of CC Certificate which is an intensive week-long facilitator-led workshop for groups.
- CC Workshop is a programme catered to institution needs but no CC Certificate is awarded on completion.



Creative Commons drew an outline of the content gaps and knowledge gaps that need to be filled around open licencing for cultural heritage professionals and institutions, based on which these courses have been created. An advisory committee reviewed the course content and a cohort of 50 participants from diverse backgrounds tested the course content and provided feedback based on which the course was improved. The Beta version of CC Certificate will be launched in September 2021.

## **Case study 2**

### **DEN Academy Leadership programme pilot**

**By Maike Verberk**

DEN is a cultural sector support organisation funded by the Dutch Ministry of Culture which supports the art and culture sector in its digital transformation. DEN and Europeana Foundation have partnered to develop leadership programmes around digital strategy and innovation. Digital leadership is a necessary building block for digital transformation on an organisational level.

Digital transformation is such a fundamental shift in how an organisation perceives its audiences or users, how it interacts with them, how it creates new value propositions in a new business model, how the organisation is part of a network society and how it uses innovative methods to develop new products or services. Thus it touches upon all different processes in the organisation and therefore it benefits from an integrated approach.

Digital transformation needs to be addressed at the strategic level, supported by the organisation leadership and backed by a digital strategy. Digital transformation needs an ecosystem to grow in, an ecosystem of local, national and international policies, funding opportunities, and funding bodies that support the transformation. Digital leaders are perfect advocates to support and enforce change.

In the Netherlands we lacked a growing cohort of directors and senior managers who could develop, support and implement digital strategies in the sector to become more agile, more resilient, and more future proof. Hence DEN was founded to develop leadership programmes for small, medium-size and large cultural organisations. We built a network of peers and developed a programme for digital transformation in the board rooms. Through the DEN programme the participants become part of a peer community, discuss the fundamentals for their digital strategy in line with their organisational vision, they learn which leadership style matches digital leadership, which steps to take to become more digitally literate and innovative and how to put their audience at the centre stage.

In partnership with Europeana we have launched a three-day programme for directors and senior managers of Europeana Aggregators' Forum. The users and audiences have

experienced a hybrid approach to cultural heritage where they can choose a live physical experience or a digital one. This approach is here to stay.

### **Case study 3**

#### **Network of European Museums Organisations**

**By Elizabeth Rosenberg**



An art installation© Rijeka 2020 - ne-mo.org

The findings of NEMO's most recent survey and [follow-up report on the continued impact of Covid-19 on the museum sector](#) (November 2020) point to the needs for capacity building in the cultural heritage sector. The recent survey saw 600 museums as respondents from 48 countries. The findings and recommendations follow up on the main themes that emerged in the [initial report](#) (May 2020). The first survey and report aimed to inform the NEMO community and the stakeholders where the sector stood and to develop arguments to keep the museums open, to support the museums financially, to invest in digital infrastructure for cultural heritage, to make museums fit for crisis. The findings of the survey turned into recommendations and formed the themes for the second survey.

Some of the challenges that emerged through the study ranged from digital literacy/divide, value added services, and reaching new audiences to evaluation capacity and assistance with developing a digital strategy. NEMO is considering partnerships for training on match funding for museums. NEMO has released statements about the importance of supporting

museum operations during crises. Museums are still losing income and NEMO calls for adequate financial support for the museums to ensure their survival and to help museums explore new ways of connecting with their audience. Almost all museums now offer online activities, but the majority admit that they actually need assistance and guidance in their digital transition. NEMO recommends that museums stay open. No museum has been reported as an infection hotspot during the pandemic. On the contrary, most museums are very well-equipped to allow for a Covid-19-safe experience for both visitors and employees. Support is needed for museums to build on the momentum caused by the pandemic. Museums have a role in shaping the discourse in the cultural sector not only in relation to the COVID-19 but also other crises including how we prepare and build capacity to address them. When capacity building, digitally transforming and professionalising the sector, museums must consider how to create a positive impact. There are small and big steps for the museums and their communities to take.

#### **Case study 4**

**Adriana Nogueira**

**Algarve Digital Newspaper Archive**

[Algarve Digital Newspaper Archive](#) was funded by the Portuguese Participatory Budget based on the concern around the loss of knowledge from the XiX and XX century newspapers. The idea was to bring a collection of periodicals in several libraries, museums and archives together in a single access point. The process went through a number of capacity building steps: inventory, locating, preservation, digitisation and dissemination. The Algarve Archive now offers access to 300 newspapers and magazines produced in Algarve since 1810. The Archive has created a digital collection which is important for the study of the region, its history and its national and international relations.

## **The workshops**

As part of our programme, in collaboration with Fleur Engelberts - design thinking consultant and facilitator - we designed and facilitated a meaning-finding / sense-making workshop with our participants. The workshop activities tested a number of capacity building components: the impact we want to make with digital transformation, the stakeholders, what needs to change, what activities support capacity building and the needs to undertake those activities. The workshops were aimed to contribute to development of the Europeana Capacity Building Playbook. The playbook is still under development and will be made available in the coming months.



Europeanana conference workshop Miro screenshot 4 June , Sebastiaan ter Burg, CC-BY

The workshops helped explore the capacity building landscape from diverse perspectives. In view of the perspectives discussed by the participants in the workshops, the following narrative emerges:

To drive digital capacity building, different activities have to be undertaken. To be able to undertake those activities we need the right context e.g. the right knowledge, processes, people, time, budget. Bringing these all together and ensuring that digital transition can happen is called capacity building.

Participants share a sense of urgency and enthusiasm for a decisive approach to capacity building in the sector. Participants strongly feel that capacity building is essential for societies, communities and individuals. We urgently need to take a significant step forward in understanding capacity building for digital transition and working in partnership with all players in the sector towards that aim. The participants recognise digital divides in the cultural heritage sector and in our societies are overcome through capacity building. Participants share various perspectives but they all want their organisations and institutions to be updated to be more effective, relevant and sustainable for their audiences, staff, and partners. Participants recognise the importance of a networked collaborative sector in their race to build digital capacity. The participants suggest that a range of considerations are critical to support digital capacity building. These include:

- Development, training and learning
- A networked collaborative sector
- Collaboration within the sector and cross-sectoral collaboration at local, national and European level
- A capacity building community similar to other European communities to exchange knowledge, experience and energy
- Integration of cultural heritage goals into national strategies
- Innovation

- European Commission's support and leadership
- Clear policy direction
- Advocacy for the sector
- Allocation of sufficient funds to the cultural sector and its digital transition
- Multilingualism

The variety of these considerations and perspectives reflect the multi-faceted nature of capacity building. There are many different perspectives on this narrative. Other players and individuals in the sector will have alternative narratives or additional perspectives.

**Analysis and interpretation step** - We will analyse the data we gathered through the workshop and come to a more solid narrative, we will organise and harmonise, categorise and interpret the workshop data. Once we have a structured overview of everything discussed, we will come up with the synthesised outcome which will inform the Europeana Capacity Building Playbook and Capacity Building Framework.

Note: For the purpose of this report we have summarised the verbatim responses and transcribed the Miro board sticky notes under 'what we heard'.

## Day One workshop

Session One aimed to explore what we mean by 'capacity building'. We gave a Wikipedia definition of capacity building to the participants:

*Capacity building or development is the process by which individuals and organisations obtain, improve and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs completely. It allows individuals and organisations to perform a greater capacity (larger scale, larger audience, larger impact, etc.)*

- 1) To warm up we started by asking: 'What are the first needs that come to mind when thinking about digital capacity building?'

What we heard

- Management's understanding of the need for transformation
- Need for harmonised policies
- Sector-wide development of digital skills

- 2) We asked: 'What capacity building activities have you undertaken, planned or know of that support digital transformation?'

What we heard

- Aggregator in residence initiative ( good to revive)
- Learning to work with Miro during the Europeana conference

- Pilot digital leadership academy with DEN
- Participation in projects: collaboration is a learning process
- Collaborative digitisation in institutions
- Developing Metis for faster publication of content
- [Mediacoach.be](https://mediacoach.be) adjusted to cultural needs
- Innovation festival [mediafastforward.be](https://mediafastforward.be)
- Digital leadership programme [digitaleleiders.be](https://digitaleleiders.be)
- Digital maturity self assessment tool [digitalematuriteit.be](https://digitalematuriteit.be)
- [Slovakiana.sk](https://slovakiana.sk) and [nocka.sk](https://nocka.sk)
- Digital capacities and projects of Finnish CHIs were recently gathered in one publication and introduced in a webinar
- Erasmus+ project on digital competences in the cultural and creative sector
- Webinars and courses on technologies
- A network of cultural heritage institutions
- Developing capacity building policies and recommendations
- Changing internal organisational procedures and strategies
- Guidelines
- Seminars and webinars
- Training
- Developing resources with concrete tools
- Inclusion, Diversity, Accessibility and Equity
- 3D digitisation of physical objects
- Robust platforms
- Paperless processes
- Automation
- Regular libraries, archives and museums roundtables

3) We shared Europeana's definition of the digital transformation and asked: 'What impact do you want digital transformation to have? For which stakeholder? What needs to change to realise this impact?'

Who are the Stakeholders?

What we heard

Society, citizens, general public, youth, cultural heritage professionals, cultural heritage institutions, policymakers, state administration, publishers, students, teachers, schools, Writers' Union, cultural sector at large, the other relevant sectors (eg. tourism, audiovisual, researchers, scientific community).

What are the short-term outcomes of digital capacity building?

What we heard

- Leaders are digitally literate

- Curators have the skills to create and manage data
- IPR laws are updated to reflect digital cultural heritage
- GDPR exclusions are resolved
- Funding for digitisation is available
- Access to source material and curated cultural digital cultural heritage material and content packages (for education)
- Greater engagement
- Digital training
- Understanding of the pros/cons of different technologies with regards to sustainability and ethics
- Wider adoption of advanced technologies by the heritage professionals
- More cultural heritage professionals with advanced digital skills
- Holistic approach
- Comprehensive strategies at national level

What are the long-term outcomes of digital capacity building?

What we heard

- Engaging digital/hybrid cultural experiences
- A healthy, respectful digital sphere in which citizens can trust the data they access
- Safe digital space
- IPR harmonised at European level
- Broader perspective in research projects
- Successful networking
- Ability to contribute to our shared history
- Access to cultural heritage and reuse regardless of social status, background, gender
- Policy alignment (e.g. copyright with innovation)
- Funding beyond single projects and to support maintenance
- Institutions and schools as permanent partners
- A better equipped society to deal with deep fake, online hate speech and similar
- A laptop for every child
- Digital connectivity reaching all areas
- A shared language

What impact do you aspire to?

- Deeper connection with culture
- Mutual understanding in dialogue

- Attracting the public to use content in education and in everyday life
- Increase the usage and visibility of culture
- Openness and visibility
- All CHIs have the capacity to reach users
- Access to digitised cultural heritage and culture
- Wider engagement and use of cultural heritage in society
- New uses of cultural material
- Fewer biases in representation of history
- New or enhanced services that fulfill their needs
- Radically lowering the barrier to access of culture
- Connections at a local and international level - shared experiences
- new cultural heritage material / new perspectives
- Increased acceptance of diversity of European identities
- Enriched cultural heritage
- Easier services and procedures for citizens
- Better protection, preservation and online access to cultural heritage assets
- Reach out to remotely separated professionals across the sector with online resources
- Address audience needs (social), interests (cultural), and tools (media uses)
- Align with educational sectors digital needs
- More digitally literate societies
- Reciprocal understanding between digital/non-digital professionals, e.g. what I need/what I can offer
- Hybrid actions
- Sustainability

## **Day Two workshop**

Session Two focused on the conditions, resources and activities that should take place in order to create the desired impact with digital capacity building.

We offered high-level categories related to capacity building divided into two groups: what you can control directly and what you can influence indirectly.

We asked the participants:

- 1) What activities should take place to create the desired impact we talked about on day one?

We heard

### **Where we can have direct influence,**



## Organisational development

### *Activities*

- Organisational and technological choices on how certain services (digital shared platforms) are implemented and maintained (Member State level)
- Improving digital literacy at all levels
- Culture change - respect for younger colleagues and digital natives
- Change of attitude from protecting cultural heritage (custodian) to promoting (access)
- Understanding user needs
- Bringing all colleagues on board with impact and vision of digital transformation
- Libraries taking part in research and development with their content
- More cooperation and shared learning between IT and curators within the institutions
- Adequate equipment

### *Output*

- Cost efficiency, clear communication channels and more qualitative output
- Better understanding of the purpose and aim of future plans
- Workshops on developing organisational impact vision
- EU addressing the digital divide for institutions and audiences (particularly small/rural communities)
- Connecting cultural heritage professionals with community leaders/developers
- Better understanding of the users' interests and needs

### *Resources*

- Integration into national strategies
- Better integration of cultural heritage processes into other related planning mechanisms
- More flexible and agile organisations driven by motivation
- Tools to turn motivational drives into actions (Impact Playbook?)
- Tools for capacity assessment and identifying trends
- Research and tools to get insight into motivational drives
- Impact training, strategic thinking and leadership growth
- Improved soft skills
- Investing time in vision and impact thinking (and getting others on board)
- Open discussion with stakeholders about cultural and economic effects of capacity building or not
- Flexibility in hiring and developing new roles (and training staff for new functions)

- Flexibility in remote and hybrid working
- Funding for equipment
- Easy and accessible digital tools

## **Human resources development**

### *Activities*

- Stimulate holistic digital strategies and digital leadership
- Understand that transforming seldom means doing the same things but digitally
- Digitally confident staff - training programmes to ensure this
- Partnerships with universities with digital cultural courses and programmes for professionals
- Funding for (transformational and long-term training)
- Mindset shift
- New positions with new skills
- Trainings or MOOCs within the organisation
- Digital skills embedded across departments

### *Outputs*

- stability for institutions, steady development pace
- Holistic takeup of digital transformation
- Better understanding of how to support and facilitate engagement with digital cultural heritage (artificial intelligence for example)
- Continual learning / professional development culture in cultural heritage sector
- More effective use of limited resources
- Better understanding and support of digital projects
- Digital maturity

### *Resources*

- Strengthen the knowledge, abilities, skills and behavior of people with direct responsibilities for heritage preservation and management
- Provide dedicated learning opportunities (and hybrid learning)
- Develop policies that enable diversity of staff and teams (e.g. cultural backgrounds, cognitive diversity) to make teams more effective
- Implementing policies to attract and retain personnel should NOT be a problem
- New positions and skills like digital service librarian data manager, etc.
- New professionals, like UX designers, service designers
- Investment into data related skills of cultural heritage professionals
- Institutional support and space for staff to attend relevant training

- Adapted (high-level) courses for professionals
- Continuing education in the field.
- Better skilled staff in working with technologies
- Hiring from outside culture sector
- Digital skills included in job profiles (not only digital-specific ones)
- Young people working with not so young people (generations together)
- Funding and time allocation for attending training
- Funding

## **Where we may have indirect influence,**

### **Partnership**

#### *Activities*

- Collaborative development of shared principles for a healthy public sphere
- Organisations opening up data for collaborations
- Collaboration is in strategies
- Diplomatic relations on institutional and national level, with a link to innovation
- Talks with copyright holders
- Achieving recognition of CC licensing on usage of CC licences
- Interoperability across platforms
- Partnering up with wide-spread platforms i.e. wikipedia
- Storytelling / transmedia providers - getting content to new audiences in new ways
- With tech companies or startups
- Making use of diverse platforms to reach wider audiences
- Partnership with other communities that are relevant: educational, other
- Integrated processes among cultural heritage sector institutions
- Partnerships between cultural heritage institutions and aggregators (knowing local aggregators)
- Connecting with other creative sectors to provide engaging online content
- More links with digital heritage and digital humanities networks (e.g. DARIAH)
- Fostering links with amateur communities

#### *Outputs*

- Manifestos outlining the principles that the partners adhere to
- Facilitating collaborations between organisations from other sectors (education, research, tourism)
- Partnerships with important user groups / audiences: education and scientific community
- Exposure of cultural heritage to 'non-visitors'

- Understanding the needs and interests of different user groups
- Taking advantage of new technologies: AI, 3D
- Increasing access by public to digital cultural material across different platforms

#### *Resources*

- Need for integration of culture in other policy fields eg. Horizon Europe and s+t+arts
- Mentoring processes and aggregator buddy for new aggregators
- Infrastructural gaps caused by new developments
- Shared competences in the sector and integrated management
- Direct communication with stakeholders in the field in both governmental and private sector
- Mindset shift - openness to new partners (including commercial)
- From pilot projects to processes
- Sharing competences and skills with other institutions
- Partnerships
- Spaces for networking

## **Institutional**

#### *Activities*

- Creating mechanisms to measure progress: KPIs and zero benchmarks on Member State level
- CC certified training
- Mind shift to collaborate operationally: shared processes, shared investments, joint result
- Policy changes that support/enable stability
- User-centric policies such as participatory policymaking to digitise
- Defined policy/approach/understanding of open access for collections
- Desires of sector reflected in policy funding and desires of policymakers made real in funding
- Increased participatory policy-making processes
- Policies at EU level that promote equity in accessibility of resources (cost, language)
- Leadership support
- Horizontal work and collaboration
- Accessible new funding schemes and assistance
- Investment in digital transformation

#### *Outputs*

- A Framework to steer progress and implement dedicated measures

- Better understanding of IPR policies
- Stability for institutions, steady development pace
- Support from top management
- Shared understanding among policymakers and development of a national level strategy for digital transformation of culture heritage field
- Cross-EU working groups (MS representatives on capacity-building task-force) coordinated by EU
- Digital strategies/ strategies for digital transformation
- A framework of what a strategy for digital transformation should contain
- Institutions having their own digital strategy
- Recognition of digital culture heritage as an important part of the overall digital transformation
- Motivated institutions ready to explore new horizons
- More sustainable and consistent approach to 'digital'

### *Resources*

- Allowing for a stable development (the 'project dimension')
- Funding opportunities
- Reduce bureaucracy and administrative hurdles
- Stepping out of comfort zone
- Less fear to share data
- Attractive policy recommendations for politicians to start this movement bottom up
- Clear framework (operational strategy) with principles on soft- and hardware and data
- Improved basic infrastructures and workflows
- Policy facilitating change
- Policy changes on EU level that empower decision-makers
- Improve institutional structures and flexibility
- Decentralisation
- Guidance and training on effective digital strategies
- Data quality through funding and human resources
- Investment in short-term experimental activities, development of tools for testing methods - requires understanding and change of attitude
- Understanding projects among institutional departments and units
- Flattening organisational hierarchy
- Investment of time and funding
- Emphasis on value of monitoring impact
- Long-term digital curation
- EU coordination efforts (or delegation and increased support to Europeana)
- New online and physical infrastructure
- Creation of digital policies and strategies

- Fostering collaboration between sectors and within organisations (collaborative tools, spaces)

## Communities

### *Activities*

- Structured knowledge management
- Facilitating direct communication within and between communities
- Facilitated training 'active listening, conflict resolution'
- Engaging users in enriching content
- Understanding communities needs/interests (user research)
- Projects that involve both institutions and specific user groups
- Outreach to diverse community groups
- Focus on borne-digital cultural heritage and clear position on its value
- Better copyright laws
- Hackathons
- Crowd-sourcing
- 'Digital Caffé' as the voice of the community

### *Outputs*

- Code of conduct/community pact for hybrid interactions
- Promoting a sense of 'we're all in it together' - no competition, no winner (in definition of digital transformation - all change is good and important in its own context)
- Research programmes to accompany digital transformation processes
- Case studies on relevant perspectives
- Advice/guidance on borne digital collections and inclusion
- Ambassadors for cultural heritage
- Involvement of citizens in 'their' heritage
- Constant sharing of best practices
- Strong networks

### *Resources*

- Develop 'exchange programmes' where people are allowed to work in different environments for a while
- Platforms for (creative) community management
- Facilitation of increased collections built between CHIs of different scales in Europe (e.g. networks across three different ranges)
- Hybrid platforms for engagement with communities
- resources to educate different groups of community
- stable connectivity in remote areas
- funding for community-driven projects/ activities

- 2) We asked the participants to assess what capacity building efforts will be needed to make transformation happen. What kind of knowledge, processes, people, time, budget, etc. are needed?
- 3) We asked the participants to discuss priorities based on importance and feasibility.

#### We heard

- Shared governance that stimulate collaboration
- Training for hybrid future
- Integration of cultural heritage goals into national strategies
- European Commission's support and leadership
- Improved soft skills
- Funding for equipment, training and infrastructure
- Facilitating more collaboration across the sectors
- Multilinguality - extra funding, collaboration, increased application and development of automatic translation tools
- Collaboration between sectors at local, national and European level
- Collective advocacy to guide funding decisions
- Clear policy direction from the EU
- If we lose this glue (culture), Europe will fall. If we want culture to be the glue, we have to change the status quo.
- We should develop a seven-step approach to capacity building like that of digital storytelling.
- We should develop a set of principles for capacity building efforts.

## Manuscripts on stage Transcribathon

In conjunction with the conference, our first fully online Transcribathon - [Manuscritos non palco](#) - running from 31 May to 7 June saw 30 participants use the Transcribathon platform to transcribe over one million characters from texts from the digital collection of the National Theatre D. Maria II.

The event was organised under the auspices of the Portuguese Presidency with the National Library of Portugal, Europeana, Facts & Files and the Teatro Nacional D. Maria II as part of its 175th anniversary.

The winner João Oliveira transcribed 332,757 characters and added 2,069 enrichments. The award for best presentation went to Andrea Valencia and Marcos Cavalho.

This Transcribathon event made it clear that interaction with the Transcribathon tool encourages participants - transcribers as well as cultural heritage institutions - to think differently about cultural heritage preservation and reuse, encouraging them to consider things like preservation for future generations and the importance of heritage documents being available and accessible. In addition, Transcribathon facilitates participants to engage with digital exhibitions and archives.

Transcribathon is a valuable educational tool. We believe that it inspires participating students and increases their subject knowledge. It supports the development of transcription and analytical skills for working with historical sources, and to a lesser degree, supports how they interact or engage with cultural heritage or use cultural heritage in their education. It also supports the development of both soft and digital skills.

For cultural heritage institutions, Transcribathon offers an opportunity to make parts of their digitised collections more accessible and/or to have the related metadata improved in a relatively easy way. It also allows them to interact and communicate about their collections in an engaging way with their community.



## Marketing and communication

Our marketing and communication plan consisted in promoting the Europeana Conference in the context of the Portuguese Presidency.

We shared our goals and approach with the Portuguese partners to explore where/how we could support each other.

Culture was very much at the heart of Portugal's Presidency through its cultural programme. With this in mind, our communication goals in promoting the conference included:

- Supporting and promoting the Portuguese Presidency's priorities, in particular to promote Europe's recovery, leveraged by the digital transition
- Making the connection between the sector, digital cultural heritage and the Presidency priorities
- Encouraging relevant wider participation in the open sessions of the event
- Raising awareness with key stakeholders of:
  - the importance of the cultural heritage sector's place in Europe's future; and
  - its potential contribution to delivering the goals of the Recovery and Resilience Fund

### Communication pre, during and post-event

- Pre-event via our Professional website Europeana Pro, Europeana newsletters and social media
- During the event via our social media
- Post-event on our website, newsletters and social media, and in our direct communications with stakeholders with reference to the conclusions.

We strove to make best use of the platform the Presidency provided to draw attention to the conference, Europeana, digital cultural heritage and the topic addressed in the conference i.e. digital capacity building, within the context of the Presidency. And we will use the outputs of the event to open up and continue conversations on those issues and necessary next steps, with relevant stakeholders.

### Social media

During the event key quotes tweeted live.

Europeana Retweeted

**Alek Tarkowski** @atarkowski · Jun 2

I will be speaking at an @Europeanaeu event on digital capacity building in the cultural heritage sector. w/ @cosminaberta, @susanhazan & @jonassmith. Will talk about role of culture in Resilience and Recovery plans, and the need for public ecosystem online #SharedDigitalEurope

**OpenFuture** @OpenFutureEU · Jun 2

On 3-4 June our @atarkowski participates in the @Europeanaeu #EU2021PT conference on #Digital capacity building. The panel will concern policies that build strong cultural institutions in post-pandemic reality → pro.europeana.eu/event/towards-...

6 retweets, 16 likes

**Conor Galvin** @conorgalvin · Jun 9

Some summary thoughts on the EuropeanaEU sessions at **Portuguese Presidency Conference** [youtu.be/vwtZxb\\_D-1I](https://youtu.be/vwtZxb_D-1I) via @YouTube

Well worth a (re)watch! Some great points about both **Europeana** and where things might go next. @EUErasmusPlus #JeanMonnetActions

**Conclusions Portugese Presidency**  
[youtube.com](https://www.youtube.com/watch?v=vwtZxb_D-1I)

2 retweets, 5 likes

Europeana Retweeted

**Rehana Ladak** @rehladak · Jun 3

See you later at the @Europeanaeu Presidency conference ! Speaking about recovery & resilience of the sector @DigitalEU @digicultEU

The banner features logos for 2021PORTUGAL.EU, REPUBLICA PORTUGUESA, BNP, and europeana. The text reads: 'TOWARDS RECOVERY DIGITAL CAPACITY BUILDING IN THE CULTURAL HERITAGE SECTOR 3-4 JUNE 2021 | WEB CONFERENCE'.

3 retweets, 7 likes

**Europeana** @Europeanaeu · Jun 3

Welcome to the #EU2021PT Europeana conference: How can we #BuildDigitalCapacity for the #CulturalHeritage sector? Leading visions by Harry Verwayen and Julia Fallon at 13:30 (CEST), followed by an inspiring speech by Graça Fonseca, Min. of Culture, Portugal. Tune in!

The banner features logos for 2021PORTUGAL.EU, REPUBLICA PORTUGUESA, BNP, and europeana. The text reads: 'TOWARDS RECOVERY DIGITAL CAPACITY BUILDING IN THE CULTURAL HERITAGE SECTOR 3-4 JUNE 2021 | WEB CONFERENCE'.

Europeana and 2 others

10 retweets, 18 likes

Europeana Retweeted

**Chiara Zuanni** @kia\_z · Jun 3

Excited to be participating in this conference and looking forward to two days workshoping digital capacity building and the future of digital transformation in museums!

**Europeana** @Europeanaeu · Jun 3

Welcome to the #EU2021PT Europeana conference: How can we #BuildDigitalCapacity for the #CulturalHeritage sector? Leading visions by Harry Verwayen and Julia Fallon at 13:30 (CEST), followed by an inspiring speech by Graça Fonseca, Min. of Culture, Portugal. Tune in!

The banner features logos for 2021PORTUGAL.EU, REPUBLICA PORTUGUESA, BNP, and europeana. The text reads: 'TOWARDS RECOVERY DIGITAL CAPACITY BUILDING IN THE CULTURAL HERITAGE SECTOR 3-4 JUNE 2021 | WEB CONFERENCE'.

2 retweets, 12 likes

**Europeana** @Europeanaeu · Jun 4

Resilience seems to be one of the dominant keywords of the #EU2021PT Europeana conference, as confirmed by the Director-General of the National Library of Portugal, Maria Ines Cordeiro, in her keynote speech. And to #BuildDigitalCapacity is to build resilience for the future.

The banner features a portrait of Maria Ines Cordeiro and the text: '"Disruption and recovery bring about resilience. Developing RESILIENCE IS A STRATEGIC TOOL essential at organisational and individual level, across skills and technology."' It also includes the event details: '3-4 June 2021 | Web conference' and 'TOWARDS RECOVERY DIGITAL CAPACITY BUILDING IN THE CULTURAL HERITAGE SECTOR'.

3 retweets, 3 likes

**Europeana** @Europeanaeu · Jun 4  
 Highlights from day 2 of the #EU2021PT Europeana conference: a very enlightening presentation by Elizabeth Rosenberg (@NEMOoffice) on how #CulturalHeritage institutions can become resilient in times of crisis through building #DigitalCapacity.



**Europeana** @Europeanaeu · Jun 4  
 What a powerful quote by Adriana Nogueira @senhorasocrates: Culture is the heart of Europe. Her words also empower and support the need to #BuildDigitalCapacity in the #CulturalHeritage sector, so that it becomes future-proof.



**Europeana Retweeted**  
**NEMO Office** @NEMOoffice · Jun 4  
 At the #EU2021PT @Europeanaeu conference, @Erosenberg0425 introduced some of the findings of NEMO's most recent survey and report on the #Covid19 situation for #museums in Europe, and what they point to as capacity building needs in the museum sector.



**Europeana Retweeted**  
**Jonas Heide Smith** @jonassmith · Jun 3  
 It was great meeting you @CosminaBerta @susanhazan @atarkowski et al for today's roundtable at @Europeanaeu's 'Towards recovery: Digital capacity building in the Cultural Heritage sector' conference.



Images from @Europeanaeu social media account.

Tweeting and retweeting of relevant social media aimed to reinforce the relevance of the Presidency to the sector and our more general public audience and of the event to stakeholders, as well as reiterating the key messages of the conference. During the two days of the Conference, we shared a total of 14 tweets that generated an average of 4270 impressions per tweet and an average of 25 engagements per tweet (likes, comments, retweets and quote tweets). This average is a little higher than the average engagement our content usually receives, and indicates that the Conference-related content which we shared was well-received by our audiences, and was deemed interesting, useful, and shareable.

**Websites**

### *Pre-event*

We featured the event<sup>2</sup> on our Europeana Pro website. From publication on 1 April until 26 August, the Pro event page received 1,616 page views.

We also promoted the event through a Pro news post<sup>3</sup> which received 1,379 page views from publication on 20 May until 26 August.

### *Post-event*

We published a summary piece about the event on Europeana Pro news<sup>4</sup> which received 394 page views between publication on 14 June and 26 August. We supported this with an interview with Maria Inês Cordeiro, Director-General of the National Library of Portugal, about how the Presidency put culture at the heart of both its policy and its event programming.<sup>5</sup> The news piece received 200 page views between publication on 24 June and 26 August.

We will ultimately feature further conclusions/outputs on Europeana Pro.

## **The conference in the news and the media**

### **Media**

No formal press was held around this type of event in the Portuguese Presidency programme. We have found that the approach differs a lot from Presidency to Presidency.

However the conference was covered in the following publications;

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2

<https://pro.europeana.eu/event/towards-recovery-digital-capacity-building-in-the-cultural-heritage-sector>

3

<https://pro.europeana.eu/post/europeana-and-portugal-put-culture-at-the-heart-of-europe-s-recovery-in-two-day-presidency-event>

4

<https://pro.europeana.eu/post/digital-capacity-building-in-the-cultural-heritage-sector-the-portuguese-presidency-europeana-conference>

5

<https://pro.europeana.eu/post/putting-culture-into-the-portuguese-presidency-programme-an-interview-with-maria-ines-cordeiro>

[Portuguese Presidency website - www.2021portugal.eu](http://www.2021portugal.eu)

[European Union Newsroom](#)

[NEMO](#)

[Media and Learning . eu](#)

[Creatives.Unite](#)

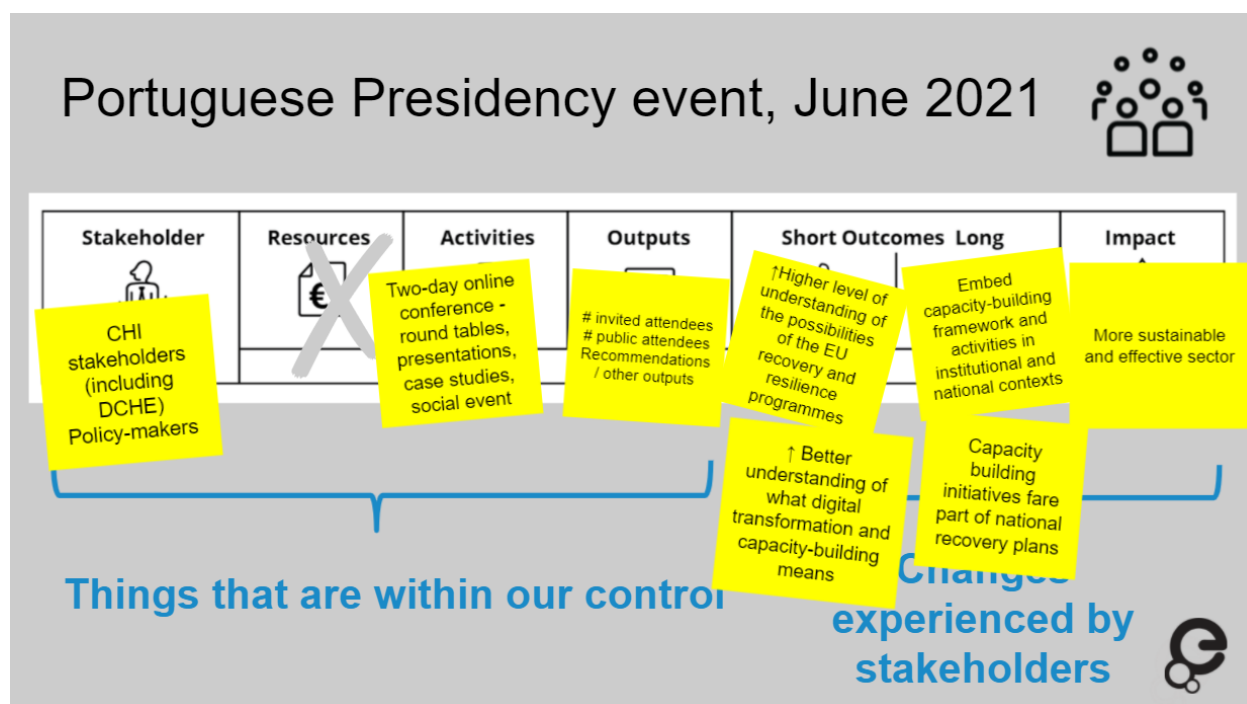
eNCATC Think Tank Culture Post Covid-19 - FLASH UPDATE N°11

# The impact

The Portuguese event contained both public and invite-only components, so there were two main cohorts to survey, consisting of policymakers and cultural heritage sector representatives including the Digital Cultural Heritage Expert (DCHE) group. The response rate for the public audience was low and so this summary reports predominantly on the change experienced by only the invite-only audience. The event brought new voices into the room: just under half of the registered attendees were European Network Association members. More than half (51%) of the registered invited audience and 84% of the registered public audience had never been to a European Presidency event before. Turnout for the event was lower than expected - 70% and 34% for the invited and public audience respectively.

## Methodology

A change pathway was collaboratively created by European Foundation colleagues to consider what change was anticipated and desired for attendees. This was done in the planning stages and was ultimately helpful in determining programme content and focus, as well as this impact assessment.



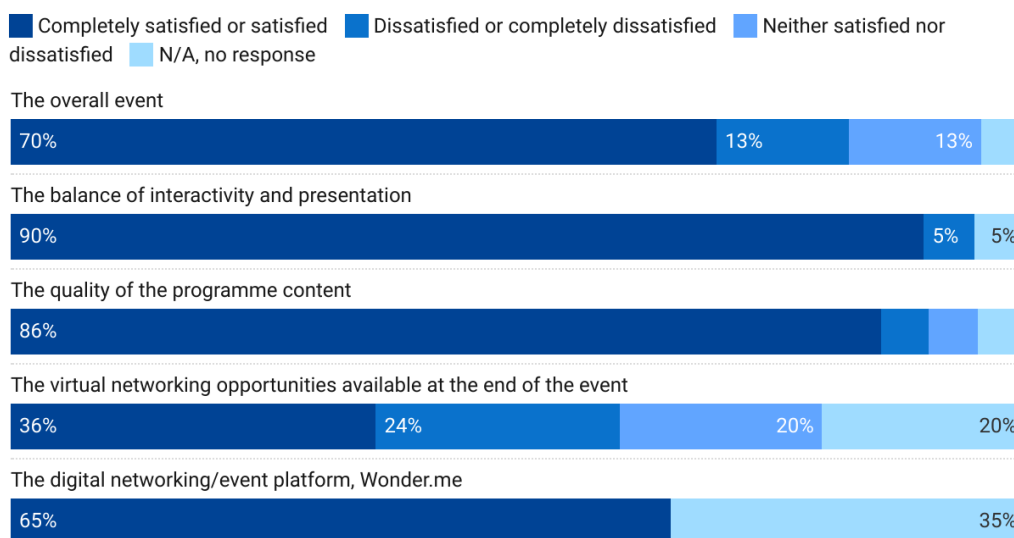
Registration data were collected from participants when they registered for the event. This set out a baseline from which change could be assessed according to the outcomes presented on the change pathway above. Two online questionnaires - updated versions of

the templates created in 2019/2020 - were created and sent to the two main groups, the public audience and the invited audience, after the event.

## Response rates

The response rate for the public audience was low, but so too was attendance in general. The response rate was too low and therefore not considered meaningful to report on for the pre- and post-event comparison. The response rate for the invite-only audience was better (though attendance was also lower than anticipated). There were 37 participants (70% of those who registered) and a high response rate of 14 participants (38%). In general, we see a low response rate to questionnaires sent to the participants of Europeana's events compared to earlier in the COVID-19 crisis. Factors that influence this are likely to include digital fatigue and lower-than-average turn out at digital events.

## Satisfaction with the Europeana Portuguese Presidency event



*The data show high levels of satisfaction with nearly all components of the event, with the networking opportunities and software receiving high levels of N/A responses or dissatisfaction.*

Chart: Europeana Foundation • Created with Datawrapper

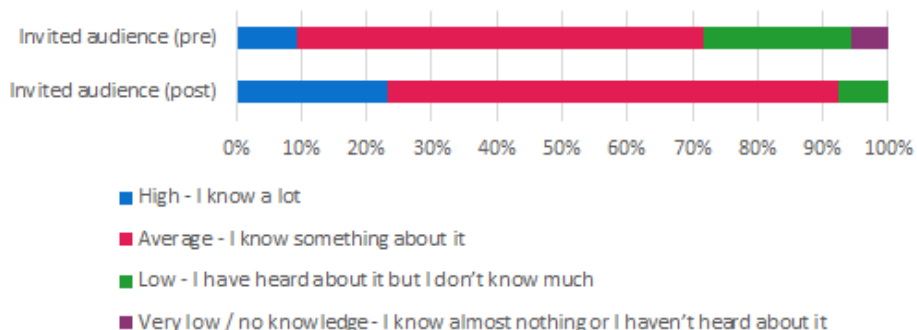
## Analysis

The data only give a short-term insight into change that occurred and the majority of perspectives are from the invite-only audience. Further longitudinal surveying is required, particularly because tangible change in policy and practice relating to digital cultural heritage takes time to occur.

## Through the lens of the participants

The invited audience were more confident than the public audience when dealing with the event themes of digital transformation and capacity building. Similarly, they had more prior knowledge about the EU's Recovery and Resilience Fund. Though we weren't able to track change for the public audience, the sample of responses from the invited audience suggests that there was an increase in understanding of the concepts of digital transformation and capacity-building and an increase in knowledge about the Recovery and Resilience Fund. The event, therefore, appears to have delivered against its key short-term objectives.

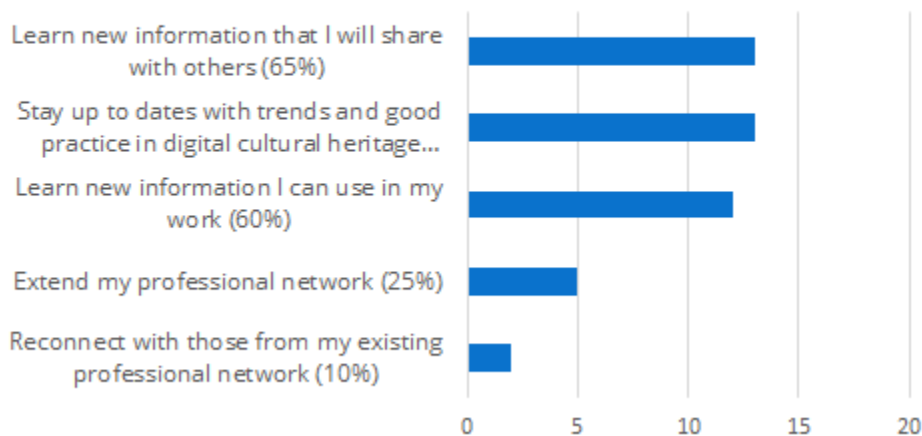
### Knowledge about the EU's forthcoming Recovery and Resilience Facility and the opportunities for the cultural sector within it



65% of public and invited participants felt that the event helped them stay up to date with trends and good practice: the same amount felt that they left with information they will share with others. 60% gained knowledge that they can apply in practice. The satisfaction rate with the event is similar to other past presidency events.

### Portuguese Presidency event outcomes

20 respondents (public and invited audiences)





Looking forward to the possible impact is harder because we lack a long-term perspective. The public and invited audience told us that some change is likely, but it is difficult to assess to what extent this change was already in process and what was the contribution of the Presidency event. With this in mind, in the Spring of 2022, a questionnaire will be shared with attendees of this and other 2020 - 2021 Presidency events to see what we find out about slower, longer-term changes in policy and practice.

### **Validation and next steps**

These findings were validated within the Europeana Foundation. They will not be published separately to this report but may be published in an appendix to future longitudinal research. The next steps are to further embed the impact framework into events like the twice-annual presidency events to improve our response rates and build our evidence base, with the goal to continually improve our offer to and value for the sector.

More detailed impact assessment of the Portuguese Presidency Report is available in [MS8 Report on impact research and development](#).

## **Acknowledgements**

We would like to thank Maria Ines Cordeiro Director of the National Library, Margarida Lopes, Head of Special Office of the National Library, and the Ministry of Culture of Portugal, the Portuguese Presidency, the European Commission DG CONNECT, and all the speakers and participants for their time, effort, expertise throughout the process of this conference and their contribution to the discussion.

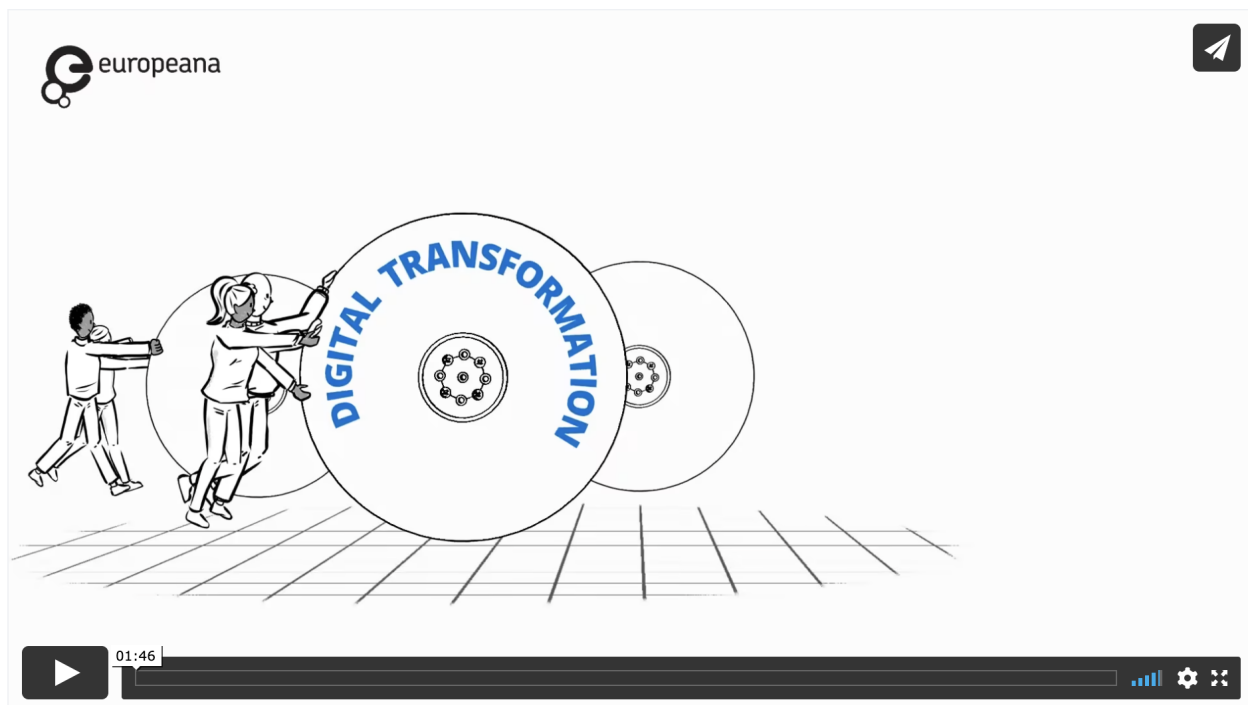
Europeana Foundation

## Annex 1:

# Notes on Digital Transformation & Digital Capacity Building

## Digital Transformation

At Europeana, the ambition of 'digital transformation' has been at the heart of what we do for many years. At the conference we shared a working definition of digital transformation for the cultural heritage sector.



[See the video on Digital Transformation on Europeana Pro](#)

## Summary

*Digital transformation is both the process and the result of using digital technology to transform how an organisation operates and delivers value. It helps an organisation to thrive, fulfil its mission and meet the needs of its stakeholders. It enables cultural heritage institutions to contribute to the transformation of a sector powered by digital and a Europe powered by culture.*

## Full definition

*Digital transformation is both the process and the result of using digital technology to transform how an organisation works. It helps an organisation to thrive, fulfil its mission and meet the needs of its stakeholders.*

*Digital transformation can be driven by heritage professionals of any level - everyone can be an agent of change. It is not just about technology - it's about mindsets and personal capabilities.*

*The impact of digital transformation will be different for each individual organisation. Each change, no matter how small, contributes to a cultural heritage sector powered by digital and a Europe powered by culture.*

## **Europeana and digital transformation**

Europeana's focus is on digital transformation relating to the digital discovery of cultural heritage collections. This includes (but is not limited to) efforts that help cultural heritage institutions to develop their leadership and capacity for digital transformation, to strengthen infrastructure, improve interoperability, enrich data, share collections and engage with audiences.

Europeana empowers the cultural heritage sector in its digital transformation - helping it to embrace digital change and encouraging partnerships that foster innovation. We lead with our specialist expertise when best-placed to do so and collaborate when that expertise lies in other networks.

## **Digital Capacity Building**

There is no universally accepted definition of 'capacity building'. For this process, we decided to adopt the definition on Wikipedia - *the process by which individuals and organisations obtain, improve, and retain skills, knowledge, tools, and other resources* - at the time of the conference. In addition to this definition we identified focus points for capacity building. The workshops were designed around this definition and focus points. We allowed the participants to use the definition as they saw fit. This opened the door for some reflection and discussion on its meaning.

The workshops were designed to help participants to find meaning for digital capacity building in their own contexts and situations. The multifaceted nature of capacity building emerged through the workshop sessions, roundtable discussions and case study presentations. The diverse perspectives offered by the speakers and participants contributed to our shared understanding of capacity building as a process with no universal approach that fits all.

## Annex 2:

### Speakers



Yvo Volman

DG CONNECT, Director of data



Rehana Schwinninger-Ladak

DG CONNECT



Minister Graça Fonseca

Ministry of Culture



Maria Inês Cordeiro

National Library of Portugal



Alek Tarkowski

Open Future



Jonas Heide

SMK, Head of digital



Cosmina Berta

Deutsche Digitale Bibliothek



Susan Hazan

Digital Heritage Israel



Elizabeth Rosenberg

NEMO



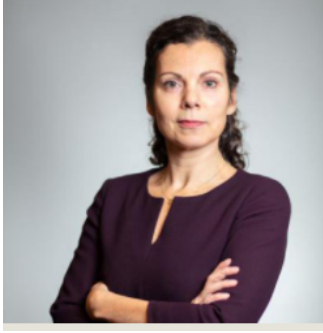
Evelin Heidel

Creative Commons



Brigitte Vezina

Creative Commons



Maïke Verberk

DEN



Adriana Nogueira

Regional Director Cultura do Algarve



## Annex 3:

### Programme

[The programme of the Portuguese Presidency](#)

#### Day 1 - (Thursday - 3 June 2021)

13:15 - 13:30	Test audio & video
<b>Opening Public</b>	<b>Introduction, welcome and keynote</b>
13:30 - 13:35	<a href="#">Harry Verwayen</a> & <a href="#">Julia Fallon</a> - Setting the scene: the leading visions and introduction to the programme
13:35 - 13:45	<a href="#">Graça Fonseca</a> Minister of Culture of Portugal
13:45 - 14:00	Keynote - <a href="#">Yvo Volman</a> Acting Director, Directorate of Data, DG CONNECT - <i>The Digital Decade of Cultural Heritage</i>
14:00 - 14:10	<a href="#">Maria Inês Cordeiro</a> , National Library of Portugal
14:10 - 14:15	Digital Transformation defined
14:15 - 14:25	Break
<b>Session 1 Public - The debate: what do we mean by capacity building?</b>	
14:25 - 14:35	<a href="#">Harry Verwayen</a> & <a href="#">Julia Fallon</a> - Introduction to Europeana Capacity Building Framework
14:35 - 15:15	Roundtable <ul style="list-style-type: none"><li>• <a href="#">Jonas Heide</a></li><li>• <a href="#">Cosmina Berta</a></li><li>• <a href="#">Susan Hazan</a></li><li>• <a href="#">Alek Tarkowski</a></li></ul> Moderated by <a href="#">Julia Fallon</a>
15:15 - 15:35	<a href="#">Rehana Schwinninger-Ladak</a> , Head of Unit Interactive Technologies, Digital for Culture and Education, DG

	CONNECT - <i>Recovery and Resilience to support digital transformation</i>
15:35 - 15:45	<i>Break</i>
<b>Session 2 On invite</b>	<b><i>Workshop 1 - A shared understanding of digital capacity building in the cultural heritage sector</i></b>
15:45 - 15:55	Introduction to the activity in Miro
15:55 - 16:45	Breakout and activity
16:45 - 16:55	<i>Break (From Zoom to <a href="https://wonder.me">wonder.me</a>)</i>
<b>Closing On invite</b>	<b><i>Closing remarks</i></b>
16:55 - 17:10	Conclusions from day 1
17:10 - 17:30	<i>Virtual drink &amp; networking (optional)</i>

### **Day 2 - (Friday - 4 June 2021)**

<b>Opening Public</b>	<b><i>Opening and welcome</i></b>
10:00 - 10:15	<a href="#">Julia Fallon</a> - <i>Recap from day 1</i>
<b>Session 3 Public</b>	<b><i>Getting inspired</i></b>
10:15 - 10:30	Case study #1 <i>Creative Commons Training &amp; Certification</i> <a href="#">Brigitte Vézina</a> and <a href="#">Eveline Heidel Scann</a>
10:30 - 10:45	Case study #2 'Consequences of COVID19 and Building Resilience in European Museums' by Elizabeth Rosenberg, NEMO
10:45 - 11:00	Case study #3 <i>Algarve Digital Newspaper Archive</i> <a href="#">Adriana Nogueira</a>

	Case study #4 DEN Academy Leadership programme pilot (TBC)
11:00 - 11:15	Moderated Q&A
11:15 - 11:30	<i>Break</i>
<b>Session 4 On invite</b>	<b><i>Workshop 2 - A basis for common approaches to capacity building</i></b>
11:30 - 11:45	Introduction to the activity in Miro
11:45 - 13:00	Breakout and activity
13:00 - 13:10	<i>Break</i>
<b>Closing Public</b>	<b><i>Conclusions and steps for progress</i></b>
13:10 - 13:20	<a href="#">Julia Fallon</a> - Wrap up
13:20 - 13:30	<a href="#">Harry Verwayen</a> - Conclusions and closing
<b>13:30</b>	<b><i>End</i></b>

## Annex 4:

### Europeana Foundation Team

#### Core Team

[Aleksandra Strzelichowska](#) - Senior Online Marketing Specialist

[Beth Daley](#) - Editorial Advisor

[Carlos Marcelino](#) - Senior Visual/Web Designer

[Eleanor Kenny](#) - Head of Communications and External Relations

[Georgia Evans](#) - Editorial Officer

[Gina van der Linden](#) - Event Manager

[Harry Verwayen](#) - General Director

[Julia Fallon](#) - Community and Partner Engagement Manager

[Nicole Mc Neilly](#) - Impact Advisor

[Rania Mouzakiti](#) - Marketing Specialist

[Sebastiaan ter Burg](#) - Knowledge Development Specialist

[Shadi Ardalan](#) - Member States Liaison Officer

[Tamara van Hulst](#) - Event Coordinator

#### Workshop Moderators

[Adina Ciocoiu](#) - Libraries Data Specialist

[Ariadna Matas](#) - Policy Advisor

[Georgia Evans](#) - Editorial Officer

[Jolan Wuyts](#) - Collections Editor

[Nicole McNeilly](#) - Impact Advisor

## Annex 5:

### Participants

Invited participants

Adriana Nogueira Agata Krawczyk Alek Tarkowski Aleksandra Janus Anne Bajart Bård Bie-Larsen Brigitte Vezina Chiara Zuanni CHRIS DE LOOF Cosmina Berta Danutė Kontrimavičienė EIRINI ROSSIOU Elisabeth Freyre Elizabeth Rosenberg Emy Widén Erik Kriššák Eva Ausēja Eva Stengård Fulgencio Sanmartín Giuliana De Francesco Hans van der Linden Henrik Summanen Jan Blažek Jelena Rubić Joana Gomes Jonas Smith	Karina Bandere Katerina Moutogianni Kristiin Meos Krystyna Popova Laura Guindal Luisa Marques Margarida Lopes Maria Virtanen Maria Cordeiro Marianne Backes Marie-Véronique Leroi Örn Hrafnkelsson Pavel Car Rehana Schwinninger-Ladak Rugile Puodziuniene Russell Muscat Simona Bergoč Susan Hazan Uldis Zarins Wolfgang Krauth Yvo Volman
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Adriana Nogueira	Direção Regional de Cultura do Algarve	Portugal
Agata Krawczyk	Ministry of Culture, National Heritage and Sports	Poland
Alek Tarkowski	Open Future Foundation	Poland
Aleksandra Janus	Centrum Cyfrowe	Poland
Anne Bajart	European Commission	Luxembourg
Bård Bie-Larsen	Norsk kulturråd	Norway
Brigitte Vezina	Creative Commons	Netherlands
Chiara Zuanni	University of Graz	Austria

Chris de Loof	BELSPO	Belgium
Cosmina Berta	Deutsche Nationalbibliothek	Germany
Danutė Kontrimavičienė	Lithuanian State Modern Archives	Lithuania
Eirini Rossiou	Ministry of Culture and Sports	Greece
Elisabeth Freyre	Bibliothèque nationale de France	France
Elizabeth Rosenberg	Network of European Museum Organisations	Germany
Emy Widén	Kulturdepartementet	Sweden
Erik Kriššák	National Centre For Culture and Further Education	Slovakia
Eva Ausēja	National library of Latvia	Latvia
Eva Stengård	Ministry of Culture, Government Offices of Sweden	Sweden
Fulgencio Sanmartín	European Commission	EU
Giuliana De Francesco	Ministry of Culture (Italy), Secretariat-General	Italy
Hans van der Linden	vlaamse overheid. dept cjm	Belgium
Henrik Summanen	DIGISAM/Swedish National Heritage Board	Sweden
Jan Blažek	National Institute of Folk Culture	Czech Republic
Jelena Rubić	Ministry of Culture and Media	Croatia
Joana Gomes	Biblioteca do Exército	Portugal
Jonas Smith	Statens Museum for Kunst	Denmark
Karina Bandere	The National Library of Latvia	Latvia
Katerina Moutogianni	European Commission	Luxembourg
Kristiin Meos	Ministry of Culture	Estonia
Krystyna Popova	European Parliament	Belgium
Laura Guindal	Spanish Ministry of Culture and Sports	Spain
Luisa Marques	Escola Superior de Teatro e Cinema do Politécnico de Lisboa	Portugal
Margarida Lopez	National Library of Portugal	Portugal
Maria Cordeiro	National Library of Portugal	Portugal
Maria Virtanen	National Library of Finland	Finland
Marianne Backes	Ministry of culture	Luxembourg
Marie-Véronique Leroi	Ministère de la Culture -France	France
Marinos Ioannides	UNESCO Chair on Digital Cultural Heritage at the Cyprus University of Technology	Cyprus
Minna Karvonen	Ministry of Education and Culture	Finland
Monika Hagedorn-Saupe	Stiftung Preußischer Kulturbesitz	Germany
Örn Hrafnkelsson	National and University Library of Iceland	Iceland

Pavel Car	National Museum of Slovenia	Slovenia
Rugile Puodziuniene	Ministry of Culture	Lithuania
Russell Muscat	Heritage Malta	Malta
Simona Bergoč	Ministry of Culture	Slovenia
Susan Hazan	Europeans Network Association	Israel
Tapani Sainio	Ministry of Education and Culture	Finland
Uldis Zarins	Ministry of Culture of the Republic of Latvia	Latvia
Wolfgang Krauth	Landesarchiv Baden-Wuerttemberg	Germany
Yvo Volman	European Commission	Luxembourg
Zhivka Haskiya	Permanent Representation of Republic of Bulgaria to the EU	Belgium

Webinar 3 June: 90 Participants

Webinar 4 June: 72 Participants

## **Annex 6:**

### **References**

[Putting culture into the Portuguese Presidency programme - an interview with Maria Inês Cordeiro](#)

[Post conference news post on Europeana Pro](#)

[Pre conference news post on Europeana Pro](#)

[Recordings of the conference](#)

[What we mean by digital transformation](#)





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