



Strategy for building and implementing a capacity building framework

Europeana Foundation
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Authors *Julia Fallon and Sebastiaan ter Burg*

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Purpose and Scope

This document describes the strategy for building and implementing the European Capacity Building Framework. It reflects work in progress and future plans, and describes the guiding principles that have been developed for the Framework.

A developed working strategy and plan supported the principal development and coordination of activities during DSI-4 Y3. This was supported by an initial impact design to guide the early stages design and development of activities. The strategy and plan was further updated to inform activities that will be undertaken in DSI-4 Y4.

Note: *the impact model developed as part of this strategy was revised and redeveloped in July/August 2021. An updated strategy will follow.*

Research & Design

Method and Approach

A European framework aims to facilitate and harmonise the development and practice of activities both by European, and by professionals throughout the cultural heritage sector. Frameworks are built by experts in consultation with its future users. Following

the iterative approach to building the Impact Framework and toolkit, a similar iterative approach to conceptualising and building the Capacity Building Framework is taken.

The Europeana Strategy 2020-2025 “Empowering Digital Change” established a baseline of the environment that we operate in, the drivers for the changes we seek to make. During the course of 2020/2021, Europeana has been undertaking a range of activities that further our understanding of both the environment and the needs of the sector in capacity building. And we have used this to build and test tools and resources that can serve within the Framework to harmonise capacity building activities.

Further, embedding impact design into the process of building the Framework and in the Framework itself, has led to a first approach to defining the impact of capacity building activities. This first approach is used to structure the activities planned and undertaken, so that each action is connected with a desired outcome that has been identified. The initial impact design will continue to be further developed and validated as the Framework takes shape.

Each tool and resource, including the terms and definitions used have been developed based on a combination of research undertaken and practical experience gained during this period. They will continue to be tested with stakeholders, refined and validated during DSI-4 Y4.

It is pragmatic to anticipate that some activities described in this document do not meet the needs of users, and/or may be deprioritised in light of emerging user needs. The strategy will be updated periodically to reflect significant changes in approach or activity.

User and Market Research

In May 2020 we launched a sensemaking exercise for professionals working in the cultural heritage sector as colleagues grappled with the impact of COVID-19 and the effects the pandemic was having on digital transformation in the wake of widespread lockdowns. We developed a phased project to ultimately help us identify and shape a capacity building framework based on the needs of our sector, and the workshops held in June 2020 were the first phase of this project.

The series of workshops called upon our community to bring their perspective, experience and expertise together to identify new paths through - and beyond - the COVID-19 crisis for digital cultural heritage. The workshops were led by digital strategists and facilitators Michael Peter Edson, and Jasper Visser and 64 participants

from 22 countries came together over a month to identify opportunities for growth and positive action whilst also shedding light on Europeana's strategic mission to 'empower the cultural heritage sector in its digital transformation'. Findings and outcomes from the workshops were [written up in a report](#). While the workshops were exploring issues and needs on the ground, a separate but [complementary report undertaken by Culture 24](#) looked to explore what is happening in our sector to support digital capacity and what terms like 'digital transformation' mean in practice for GLAM institutions.

Colleagues then undertook their own sensemaking of the main outcomes in the report, and identified some key themes arising from both reports that were deemed significant and urgent and which the Europeana Initiative was well placed to explore as a priority and which were the central themes of Europeana 2020. These were:

- Digital divides - I.e both the social and technological divides that exist between our audiences, between countries, between institutions and within institutions amongst our colleagues
- Agency for change - I.e the human dynamics of change as well as the technological, with 'soft skills' such as empathy, compassion, persuasion, change management, collaboration and other 'non-digital' skills vital to be ready for, support and lead digital change.
- Collaboration - I.e as a key way to support and develop people's digital skills and literacies, to find efficiencies and economies of scale in times of financial difficulties and to learn from each other, develop and adopt shared standards and share infrastructure.

Finally, we also agreed on the need for a collaborative definition of '[digital transformation](#)' that works for our network, and which can be used to foster a common understanding and goal.

Guiding principles for the Framework

Building the Capacity Building Framework is a big task, with activities ranging from strategic to practical. For these activities we've developed several guiding principles.

A community effort

The Europeana Network Association and Aggregator Forum are extremely important for the capacity building efforts. Their members know best what capacity building opportunities are needed. They can learn from each other, indicate the quality of existing offers, and can help improve and/or increase accessibility to capacity building

efforts for others. Europeana already has [several communities](#) in place, for example on copyright, communication and education. We will work with these communities as much as possible.

We do not disturb the market, but we enable fair access and accelerate development of what is needed

A fair share of courses, training opportunities and educational offers already exist. It is not our goal to compete with these offers. We will look into ways to increase the opportunities for DCH professionals to have access to these.

We'll take the lead in the agendas we are pushing ourselves

There are certain topics that Europeana is already taking the lead in, for example data quality, copyright & rights statements and impact measurement. In these topics we will take the lead in collaboratively developing and/or offering accessible training opportunities.

Sustainability is key

We will actively look for ways to restrain and reduce our carbon footprint for our capacity building activities. This can range from restraining our carbon footprint for our interactions, online and offline, to scaling up planned activities to content that is reusable in different contexts.

Stakeholder engagement and consultation

All Europeana frameworks are developed based on data collected from the cultural heritage sector, and in collaboration with a variety of stakeholders: professionals from across the cultural heritage sector, experts in their field of practice, representatives from the Europeana Aggregator Forum and Europeana Network Association, and expertise from within the Europeana Foundation.

Wherever possible stakeholders - as future users - will be consulted on the development of the Framework and tools, and will be invited to participate in a range of tests to ensure the tools and resources developed meet the needs of users. In DSI-4 Y3 this has been achieved through presentations to the ENA Members Council, participation in EAF events, and through the Portuguese presidency event which focused on capacity building for digital transformation.

Developing the Capacity Building Framework

A preliminary vision for capacity building

The Europeana Initiative's vision imagines a cultural heritage sector powered by digital and a Europe powered by culture, giving it a resilient, growing economy, increased employment, improved well-being and a sense of European identity. The Initiative's mission is to empower the cultural heritage sector in its digital transformation.

To contribute towards this vision is to create a strategy and implement a framework with our communities that empowers, motivates and guides the development of capacity building through the sector. Demonstrating the value of the impact that better and improved skills and training opportunities can offer individuals, cultural heritage institutions and Member States.

Lowering the barriers to participation in capacity building and development activities both as a provider, and as life long learner through providing sustainable, manageable and open access to community and expert led resources. And increasing the quality and standards of skills and professional training opportunities.

This leads to a vision statement that we want to “motivate & empower a sustainable change”. This vision is supported by different tools & services we develop, maintain and be able to offer to the sector in close cooperation with the Europeana Initiative network.

The capacity building strategy aims to give support to and get support from an individual level up to an European level. It will also draw from and contribute to capacity building efforts on a global level.

This leads to **three** outcomes drivers for the development and implementation of the Europeana capacity building strategy;



Goal 1 Empower cultural heritage professionals to drive digital transformation

Digital transformation is the result of actions taken by individual professionals. There is a clear and urgent need for open and high quality learning opportunities to develop the capacity of these individuals to deliver digital transformation. These resources need to reflect an individual's working environment and acknowledge the wide diversity in heritage contexts in Europe. They must be available with the least amount of barriers as possible. Furthermore, actors who are able to make a difference (such as national ministries, the European Commission and Europeana) should work together to drive change that leads to the empowerment of these professionals.

The Europeana Capacity Building Framework will empower professionals to drive digital transformation by:

1. Monitoring and presenting learning opportunities and needs
2. Offering and facilitating the development of open community-led resources
3. Driving the increased quality and diversity of learning resources

These objectives are explored in further detail below.

Obj 1.1 Monitoring and presenting learning opportunities and needs

Our network members and partners are the experts and can point out the challenges they face and, in many cases, how to solve them. We are committed to engage with and provide opportunities for cultural heritage professionals at all levels and stages in their career. The Framework will continuously:

- A. Inventorise and prioritise capacity building needs with members and communities of the Europeana Network Association and the Europeana Aggregators Forum. The existing communities and a new initiative wide capacity building community will therefore be supported in regularly going through the capacity building loop.
- B. Set up and maintain a catalogue of training material, developed within the Framework and offered by or in collaboration with external parties. Europeana already has a large catalogue of webinars and presentations that can be repurposed for training activities by putting them in a learning objective based context and environment. A current pilot with the DEN Academy Leadership programme Digital Strategy & Innovation will, amongst other things, provide insight into possibilities for offering existing programmes.

- C. Develop and position Europeana as a knowledge centre and a sharing hub where professionals can get and contribute knowledge. Professionals will be able to explore trends and corresponding training opportunities for their field of expertise. They will also be supported to develop new learning opportunities to share their knowledge and skills and share their experiences with existing programmes and courses.

Obj 1.2 Offering and facilitating the development of open community-led resources

Many experts in the Network are involved in the development of tools and skills that can benefit the sector as a whole. The Capacity Building Framework will increase their possibilities to share their knowledge and experience by:

- A. Supporting the creation of openly-licensed training materials, for example by offering guidance, practical tools and guidelines. The produced training material which could be offered through the Europeana Academy, with support for in person training when applicable and available.
- B. Offer train-the-trainer programmes for cultural heritage professionals to scale up capacity building in the sector.
- C. Actively develop and support the principle of learning hubs, which can also improve the connection of training material to regional or thematic circumstances. Learning hubs can be developed with aggregators or other partnerships, like universities. The learning hubs will be able to increase the reach and leverage of learning opportunities by translating resources into other languages and aligning the resources to national circumstances. Examples of national circumstances that can be different are national laws.

Obj 1.3 Increasing the quality and diversity of learning resources

Each individual learns differently. Everyone has a different background that influences what they want to learn and how they learn this best. Everyone benefits when learning resources are of a high quality. To increase the extent to which learning resources are engaging and useful for an individual, they must be relevant to the professional, no matter what language or context they are set in.

The Framework will:

- A. Set out how Europeana will work with partners to create guidelines for and work continuously on improving accessibility, translation and localisation, in order to reduce barriers to engagement and to connect better with national laws, language and context, etc.
- B. Advocate for the continuous improvement of learning resources by setting in place an evaluation cycle to embed participants' recommended improvements and encouraging external review of learning resources.
- C. Stimulate professionals to continue learning on specific themes as contexts and technologies change.

Goal 2 Motivate cultural heritage professionals to embrace digital transformation

Changing a sector requires a shared understanding of the challenges needed to be faced and a shared level of ambition and commitment on all sides and at all levels of an organisation. Importantly, it requires a corresponding allocation of resources.

A prerequisite for this is that cultural heritage professionals, representing Europe's heritage institutions, understand how digital transformation will let them serve their public better so that they are motivated to embrace digital transformation.

The Europeana Capacity Building Framework will support the creation and improvement of the conditions that are needed for capacity building within the sector by:

1. Advocating for and contributing to the adoption and harmonisation of National policies that address the main barriers to and create conducive environments for capacity building for digital transformation
2. Providing insight on the impact of digital transformation on society

These objectives are explored in further detail below.

Obj 2.1 Adoption and harmonisation of National policies

Cultural heritage institutions often depend on support from their National governments, who each set their own ambitions and priorities for their cultural heritage sector. Advocating for the digital transformation of the sector as a whole on an European level benefits from a broad adoption and harmonisation of National policies and securing the allocation of necessary resources for capacity building needs on different levels. The Framework will contribute to this by:

- A. Creating and maintaining an overview of current national policies and advocating for improved harmonisation.
- B. Working towards establishing National partners for capacity building, together with policy makers and aggregators.
- C. Creating and maintaining learning opportunities for cultural heritage professionals to contribute to policy making on different levels around the topics of digital cultural heritage, digital transformation, aggregation and a vivid digital cultural heritage sector.

Obj 2.2 Providing insight into the impact of digital transformation on society

The digital transformation of the cultural heritage sector benefits society in different ways. It offers resources for education and research and contributes to the strengthening of local, national and European identities. The Europeana Capacity Building Framework will support professionals in providing insight on the impact on society by:

- A. Establishing common standards, practices and vocabulary that support the understanding of and underline the existing and potential impact of digital transformation.
- B. Supporting impact assessment for cultural heritage institutions by sharing tools for the better design and measurement of impactful programmes, such as offering training in the Impact Playbook methodology and reporting.
- C. Developing and offering capacity building opportunities related to leadership and policy on the Europeana Academy.
- D. Standardising learning/capacity building approaches to organising digital events, so that capacity building is not only a recurring topic, but a starting point for the approach of our activities.

Goal 3 Drive sustainable change

Our goal is to drive sustainable change in the cultural heritage sector. That is why we'll work to make our capacity building efforts sustainable in different ways: ecologically, financially, and in being conscious of long-term value and life span. We'll drive sustainable, future-focussed partnerships with others to develop needed resources and to ensure that they remain usable and valuable over time. In doing so, the Europeana Capacity Building Framework will try to maximise results - and impact - by carefully and efficiently working with and coaching trainers and partners to embed capacity building at the core of their activities.

The Europeana Capacity Building Framework will support this by:

1. Driving mutual exchange within the sector by providing a central, open point of access to knowledge and expertise relating to capacity building for digital transformation on Europeana Pro.
2. Establishing systems for recognition, certification, accreditation and acknowledgement, and exploring further accreditation opportunities with heritage and academic partners.
3. Providing good practice recommendations on the flexible, engaging and accessible formatting and development of capacity building resources that allow frequent updates and modifications.
4. Driving collaboration for capacity building and digital transformation across the sector and beyond.

These objectives are explored further below.

Obj 3.1 Driving mutual exchange with a central point of access to expertise and knowledge

The Framework is being developed to support capacity building by and for the community. Establishing Europeana Pro as a central point of access - a repository - where expertise and knowledge are gathered and can be redistributed from is essential for this. The repository will share the learning resources developed with and within our own networks as well as those from outside our networks. The Framework will do this by:

1. Developing the Europeana Academy, supported by our existing channels like Europeana Pro and through our Network and partnerships.
2. Building partnerships with existing capacity building providers to bring available resources together in one place so as to increase opportunities to access resources and opportunities.

3. Bringing available resources in one place, reduce inefficiencies and duplication and increase impact for all partners involved.

Obj 3.2 Establish systems for recognition, certification and acknowledgement

We want people who are working to increase their capacity and to deliver digital transformation to feel rewarded and have their accomplishments valued. We hope that this will drive people from just acknowledging the need for capacity building towards a willingness to work on digital transformation and actually making the necessary changes. The Europeana Capacity Building Framework will therefore:

1. Research and possibly implement ways of recognising and acknowledging accomplishments on a personal level, for example certification or badges.
2. Continue to work with InDICEs partners to develop a self-assessment tool that allows heritage organisations to set a baseline for and to measure over time their digital transformation, both to monitor accomplishments and create insight to drive further change.

Obj 3.3 Providing good practice recommendations on flexible, engaging and accessible formatting

Key to maintaining a sustainable repository of capacity building resources is continual updating and modification in response to sector and social changes and wider identified needs. The Framework will:

1. Set out good practice templates for the development of capacity building resources, in parallel with case studies that explore flexible formatting.
2. Advise potential contributors of the need to maintain and be responsible for resources in the shared repository over time.
3. Explore new tools that support the development of engaging training materials that cater to a variety of learning needs.
4. Advise on the need to address the wider social and environmental context in capacity building efforts, in order to create relevant and engaging resources that meet real life challenges.

Obj 3.4 Driving collaboration for capacity building across the sector

Across the heritage sector, the Framework will drive collaboration and partnership-working that can respond effectively and efficiently to the digital transformation needs of the sector. The Foundation will collaborate with the Europeana Network and the Aggregators' Forum each of whom will mobilise their own networks to raise the profile of the Europeana Academy and to engage non-Europeana stakeholders.

The ultimate goal is for this to be a collaboratively-developed repository that raises ambitions, captures good practice and has digital transformation as its shared impact goal. The Framework will deliver this by:

1. An initiative wide Curriculum Committee supported by existing communities.
2. Supporting the creation of new working groups, thematic/expertise groups, etc in the Network / communities structure.

Annex 1: Assessing the impact of the Capacity Building Framework

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's [working definition](#) of digital transformation, bold by the authors

We see the impact of the Capacity Building Framework as the digital transformation of the sector. At the same time, the Capacity Building Framework is delivering the digital transformation of the sector. Digital transformation cannot be calculated in outputs like the amount of digitised cultural heritage. It is more qualitative than that, as set out in our definition of digital transformation above.

Working with partners like the InDICES project, we are exploring how to build a suitable impact assessment framework for digital transformation. There are multiple levels at which change can be evidenced: at a personal, organisational, national, international and global level, just to start off.

Within the context of the Capacity Building Framework, impact assessment should be considered in three ways, as follows:

1. Embedding an impact design and assessment approach in capacity building resources developed to deliver digital transformation (micro-level)

Each person responsible for any element of capacity building for digital transformation should be aware of:

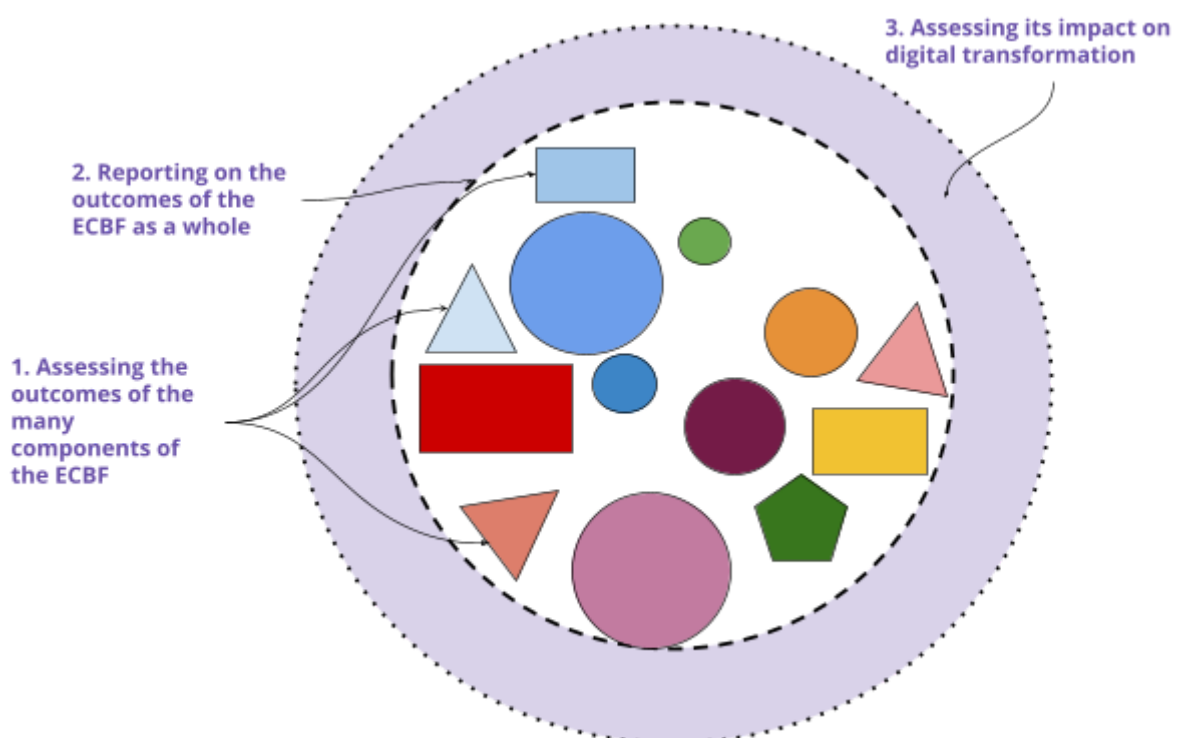
- Why evaluating and assessing impact is important
- The impact the activity is designed to have
- How to conduct an impact assessment and collect data to evidence change
- Where to find the right resources to help deliver an impact assessment
- What to do with the collected data, who to share it with, and how

These identified steps align with the Impact Playbook approach, but also highlight the need for further resources to support the embedding of an Impact approach into how capacity building resources are developed.

To support the development of the skills needed to design impactful programmes and to conduct impact assessments and collect data on change, we will create standardised resources to accompany the Europeana Impact Playbook. Some of these are achievable in the short-term, others require a longer-term perspective and development. These include:

- Template modifiable questionnaires to collect a baseline before activity and after the activity is finished (ST).
- Indicator lists for learning outcomes and other changes related to digital transformation (LT).
- Additional resources (e.g. videos) that support practitioners to apply the Impact Playbook to the design of their capacity building programme. In particular, we refer to the change pathway, the core resource of Phase 1 of the Playbook. (ST)
- Learning or impact-orientated templates for events or training, to support the identification of clear learning outcomes (ST - LT).

With the capacity-development needs of the sector in mind, the Europeana Impact Lite Task Force is due to report in June / July 2021, and set out the structure of what a train the trainer programme might look like. This is likely to be taken forward by the InDICES project in partnership with Europeana. Those in the sector delivering capacity building programmes are likely to benefit from such a training programme.



2. Embedding impact assessment in the overall Framework and assessing its impact on digital transformation (macro-level)

The impact of the Europeana Capacity Building Framework will be found in the sum of its many parts. The impact of the Framework should be assessed in terms of its contribution to digital transformation. As noted above, this must take a mixed methods approach.

Such an impact assessment framework might operate as follows:

- Impact training for those developing capacity building resources
- Standardised evaluations conducted by those delivering capacity building resources or embedded into digital resources
- Aggregation of the data from different sources (some collected manually, some automated)
- Reporting on an annual basis on learning outcomes
- Investing in core qualitative research into the changes experienced by heritage professionals (and their institutions) undertaking capacity building for digital transformation, e.g. cohort tracking for 1 - 3 years. The suitability of pairing this with a control group should be investigated.



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