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NATIONAL WORKSHOPS

Impact Assessment Report, August 2020

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Executive Summary

National workshops refer to one- or two-day learning events led by Europeana Foundation and an accredited aggregator with the support of local representatives (e.g. Ministries, national museums or libraries). These workshops are designed to inform participants - that is, representatives of heritage organisations - about Europeana's activities and frameworks, with the long-term goal of increasing the quality of data provided to Europeana.

Methodology

In this impact assessment, we wanted to know more about how the national workshops supported a journey of change towards higher quality digital cultural heritage data in national heritage landscapes. We assessed the outcomes that were experienced by participants, primarily through pre- and post-workshop questionnaires and questionnaires that were sent at least six months after the workshop. We could compare data from eight different workshops in 2018 and 2019. Regrettably, as a result of Covid-19 and insufficient response rates[1] to one questionnaire, we have been unable to collect further longitudinal data and insights from 2019 workshop participants, and the overall sample from 2018 is very small. We complemented our research by interviewing a participant of one of the 2018 national workshops, a national aggregator and the Europeana Foundation member of staff responsible for national workshops.

Findings

The national workshops support digital transformation to some degree. The workshops mainly reach an audience of those who are aware of Europeana but who are not part of the Europeana ecosystem and who do not provide data to Europeana. Participants learn both about Europeana's mission and goals and its frameworks and standards. This knowledge could be, and in many cases, has been, applied practically in a CHI's work. We see that as a result of the national workshop, participants take action to improve their data. In the Lithuanian case, the data is visibly improved (though the national workshop is only one of a number of influences that led to this).

The national workshops do not seem to support attendees to become more involved in the Europeana initiative, e.g. few attendees appear to join the Europeana Network. Some participants were encouraged to take part in Europeana projects, but to catalyse a feeling of inclusion as part of a bigger community around digital cultural heritage, more emphasis on achieving this outcome is necessary, as well as understanding what this looks like when it happens.

What else do we learn?

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[1] We collect data from participants of the 2019 German national workshop but the response rate was very low.

We see a need for more practical training on areas relating to the publication of digital heritage. Other barriers to change are seen through a lens of where Europeana can contribute directly and indirectly. Europeana is not able to directly help with additional funding, increasing capacity and entrenched mindsets, but by identifying direct areas where Europeana can help (e.g. advocacy and the development of case studies) it may be better able to address some of these barriers. Case studies emerge as a way to both promote providing data to Europeana and for promoting a more innovative approach towards digital cultural heritage.

Change in data quality can be better supported at a national level with a policy focus on better quality data. The relationship between Europeana and the national aggregators is strengthened by holding a national workshop, and this is also critical to delivering impact on a local level e.g. by understanding the local context and needs. In this vein, developing relationships with their national aggregator was an outcome for some workshop attendees. We understand this as one of many steps that form a journey towards 'digital transformation'. Europeana's task is, therefore, to consider, in tandem with aggregators, how gaps in capacity development and skills amongst Europe's CHIs can be met at different stages and at scale.

Recommendations

- The national workshops unearthed a need for more practical training, which Europeana can support but not deliver at scale on a national level.
- National workshops could be structured better to meet the needs of those at different levels of digital maturity and on the journey towards digital change.
- Closer partnership working with aggregators is recommended.
- For documentation purposes, it would be valuable for the organisers of national workshops - or indeed any activity - to document any outcomes they have identified and to capture the impressions and potential next steps of the participants.
- Further work could be done to introduce the question of attributing economic value to Europeana's services (in total or regarding discrete services).
- Europeana should improve communication about its data collection / impact assessment expectations. Good relationships with event organisers and national aggregators are key to good data collection around national workshops. It is important to also explain how the data will be used to encourage participation.

Limitations

This research creates a baseline against which to increase the strength of the outcomes Europeana creates. We have found that the structure of pre-, post- and longitudinal surveying is effective and should be further improved, when being implemented in all future training events. The findings we present are, however, informed by relatively small samples of data and would be strengthened by a larger data set.

Validation and next steps

The draft report was shared with aggregators involved in delivering national workshops. It was also shared with the Europeana Aggregators' Forum. No feedback was given. The report will inform the work of both the Europeana Aggregators' Forum and Europeana Foundation in terms of further supporting capacity building in digital cultural heritage.

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Introduction

This is one of a series of 10 impact assessments that Europeana Foundation will deliver under DSI-4. National workshops refer to one- or two-day learning events led by Europeana Foundation and an accredited (national) aggregator with the support of local representatives (e.g. Ministries, national museums or libraries). These workshops are designed to inform participants - that is, representatives of heritage organisations - about Europeana's activities and frameworks, with the long-term goal of increasing the quality of data provided to Europeana.

The choice of countries in which to hold national workshops is made strategically, based on several factors. These are primarily related to data, politics and relationships: to build, improve or capitalise on the relationship with the Ministry, national aggregator or national heritage organisation partner; existing or emerging positive trends in data provision from heritage organisations; a communicated desire to improve data currently in Europeana, or to engage with Europeana; coordination with European presidencies; etc.[2]

This impact assessment attempts to understand the outcomes for participants who attended the workshops and the impact this has had or may have on national digital cultural heritage landscapes. There are three primary stakeholders: workshop participants (representatives of heritage organisations), aggregators and Europeana. An indirect stakeholder is the national ministry.

We focus on the impact for the workshop participants. We try to understand the type of short, medium and long-term change or impact that may result from national workshops. We include a small sample of other views by interviewing an aggregator, a Europeana Foundation manager responsible for the national workshops, and an attendee of a 2018 workshop.

The national workshops under review

The national workshops under review are set out in Table 1 below. Each national workshop varied in terms of the geography and national context, the content focus, the host and in-country organiser, the Europeana staff who delivered the workshops, and the guest speakers (both local and international) who were invited to share their perspectives.

Country	Workshop date
Helsinki, Finland	February 2018

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[2] Source: interview with Henning Scholz, May 2020

Vilnius, Lithuania	April 2018
Varna, Bulgaria	May 2018
Budapest, Hungary	June 2018
Lljubliana, Slovenia	November 2018
Vienna, Austria	December 2018
Stockholm, Sweden	October 2019
Frankfurt/Main, Germany	November 2019

Table 1. *Table showing the dates and locations of national workshops that were included in this review.*

Report structure

This report first outlines the methodology used to approach this impact assessment. It then considers the findings from the report, asking questions on topics ranging from learning outcomes, connections between Europeana, cultural heritage institutions (CHIs) and national aggregators, and more. It concludes by summarising the main findings, and setting out a series of strategic recommendations.

Methodology

Data collection plan

Existing documentation was brought together which could inform this impact assessment, including working planning and debrief notes, the Standardised Training Playbook, designed in 2017/2018 to support the implementation of national workshops, and post-workshop blogs on Europeana Pro, e.g. Lithuanian national workshop (see bibliography). An unpublished report by NEMO was also shared to inform the analysis.

A change pathway was collaboratively developed following the Europeana Impact Assessment methodology. A survey framework was created, and digital questionnaires were sent to national workshop participants before and after workshops, and on a longitudinal basis. These were informed by indicators set out in the change pathway and by previous evaluations of the national workshops. Longitudinal questionnaires were distributed to participants of four workshops that were held in 2018 and the German national workshop, held in 2019.

Interviews were held with a small sample of key stakeholders: Henning Scholz (Europeana Foundation), representatives from the National Library of Lithuania (national aggregator and workshop host), and an anonymous workshop participant (who volunteered to be interviewed while completing the longitudinal questionnaire).

Methodological approach

Textual analysis (qualitative): we used textual analysis to draw out the most important themes from open text and interview data. Open text responses were most often coded in Excel (having been downloaded as excel spreadsheets from Surveymonkey). Interview transcripts were coded collaboratively in Google Docs and a summary of key points from the data was made. All quotations from stakeholders are presented verbatim or as written, meaning that no corrections for grammar or spelling are made.

Statistical analysis (quantitative): all data we collected were captured by questionnaires (using SurveyMonkey) and analysed in Excel or Google Sheets. They were presented in chart form using Google Sheets charts or datamapper.de.

Contingent evaluation (willingness to pay): willingness-to-pay can help to express demand for a service, as well as helping to attribute value to that service. We first applied willingness-to-pay in 2018 during the impact assessment of the Migration participatory campaign. With a small sample of respondents to the longitudinal national workshop questionnaire we trialled a further approach to capturing economic value through willingness-to-pay. We also investigated how to follow a similar approach with the Europeana Network Association. The response rate to the question in the

longitudinal 2018 national workshop questionnaire was poor.[3] Although such a poor response rate was not expected, it was anticipated that this question might not receive a high completion rate or that the respondents would object to it. These findings have informed the use of similar methodologies in other impact assessments.

Existence value: this is one of the five value lenses' put forward in the Europeana Impact Playbook. This value can be measured in many ways, but also as a component of economic value: it can be measured, for example, using contingent valuation, which is introduced above. We trialled a scale of measuring existence value from 0 - 100. The next step is to review this approach, and develop a benchmark for what Europeana thinks 'good' or 'bad' looks like on this scale (e.g. anything over 50 is good). These findings have informed the use of similar methodologies in other impact assessments.

Sample and response rate

Response rates to the longitudinal questionnaires were higher when there was advance communication with the workshop host, and where the goals of the impact assessment were clearly communicated to the workshop participants. Of the 2019 workshops, the Swedish event questionnaires had much lower response rates than the German one.

The response rate to the longitudinal questionnaires sent to participants of the 2018 workshops was low - 11 responses from four workshops. Although the German national workshop pre-event and post-event questionnaires had good response rates, we also sent a longitudinal/follow-up questionnaire to the same participants and had a poor response rate, with two responses started and neither completed.

The dataset is therefore smaller than we would have hoped but it represents a satisfactory first attempt. We were able to strengthen the findings by exploring the main themes from the questionnaire data through interviews with a small sample of different stakeholders. Overall, and particularly on a longitudinal basis, this analysis could be strengthened by more responses from participants.

Limitations to our approach

In its 'purest' form, impact assessment measures and seeks to attribute change between a situation before and after an event, input or intervention. A relatively reliable way of achieving this is by standardising the questions used pre- and post- to allow comparative analysis. Because of various factors, few of the responses in this exercise entirely meet these conditions for comparability.

In some cases (e.g. the question on 'improvements' resulting from the Swedish workshop), an attempt has been made to compensate for this by, in effect, asking respondents to 'cast back their mind' to a previous situation. While this may be effective

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[3] In general, the response rate of this survey was also low due to a number of factors.

enough in this situation, in many instances of impact assessment it would be regarded as a limited approach.

There are a number of caveats applicable to the use of mean averages based on Likert Scales, in terms of both interpretation of results and establishing statistical significance. This analysis focuses on illustrating totals, ranges and median averages in producing the quantitative analyses of the data, rather than mean averages.

The ability to link the responses of the same individuals for comparison purposes in both pre-and post-surveys is also a very useful facility for analysis not available here. This has since been implemented in other impact analyses carried out by Europeana Foundation.

Note from the authors on tracking individual change
This is something we are currently trialling with Europeana's digital programming (webinar) series, an activity we are investing in more as a result of the Covid-19 crisis. We are testing ways of tracking pre- and post-event levels of confidence among attendees. There are challenges such as:
- Managing registration data collection on one platform
- Managing post-event data collection on a different platform
- Anonymity is desired at all times, but an identifier might remove anonymity in some ways, and particularly in a setting with a relatively small group of attendees (some of whom might be known to Europeana staff). We will monitor any visible effect on response rates

Findings

Who were the national workshop attendees?

From the data available, we see that the majority of national workshop participants had heard of Europeana but that the national workshops reach an audience of predominantly non-ENA members. Fewer than 25% of respondents are likely to have been to other Europeana events (e.g. the annual conference or AGM). National workshops are, then, reaching an audience of heritage professionals who are not already part of the Europeana ecosystem and who do not already provide content to Europeana.

What were the learning outcomes of the national workshops?

The structure of each national workshop follows a similar but adjustable format, so no national workshop is exactly the same. There is a balance to be struck in supporting practical learning outcomes alongside the case studies of why providing data to Europeana is valuable for a CHI. Expectations of the participants in and between national workshops differ, as does each CHI's level of digital maturity. Two general short-term learning outcomes were identified in the national workshops change pathway: learning about Europeana's frameworks and standards (as tools to support metadata and data quality, and publication on Europeana) and learning about Europeana in general (e.g. strategy and ongoing activity).

Learning about Europeana's frameworks and standards

Although many participants of national workshops might know something of Europeana before the workshop, they may have less confidence in the depth of their knowledge, that is to say, the detail of Europeana's frameworks and standards. We can see this in Figure 1 below, where the German national workshop participants have least knowledge in the Europeana publishing framework and licensing framework.

**How would you rate your knowledge in the following areas?**

	1 (I don't know anything)	2	3	4	5 (I'm confident in my knowledge in this area)	Median
IPR (intellectual property rights)	6	5	8	5	2	3
Open data approaches and licenses (e.g. Creative Commons)	1	6	9	8	2	3
The goals and purpose of Europeana	2	5	13	5	1	3
Europeana's publishing framework	9	11	5	1	0	2
Europeana's licensing framework	8	12	5	1	0	2

Total 26 responses from the German pre-workshop survey
Source: Europeana surveys of National Workshop attendees (2018 - 2020) • Created with Datawrapper

Figure 1. Survey of German national workshop participants, showing confidence levels in topic areas before the workshop.

After the workshop, we see that the greatest area of improvement (meaning a change between the pre-workshop and post-workshop status) for German participants is in understanding Europeana's publishing framework. The comparison in Figure 2 also shows that the German participants reported gaining more knowledge across nearly all of the specified areas.

To what extent did this workshop improve your knowledge in the following areas?
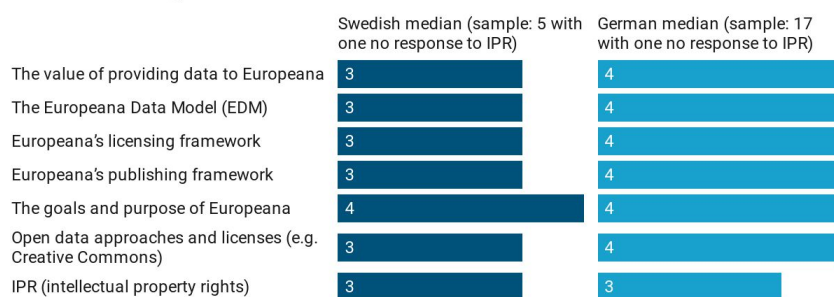
Comparison of the Swedish post-event data with German post-event data. The median value on a scale of 1 (low) - 5 (high) is shown
Source: Europeana surveys of National Workshop attendees (2018 - 2020) • Created with Datawrapper

Figure 2. A comparison of the reported level of knowledge change after the workshop by German and Swedish workshop attendees.
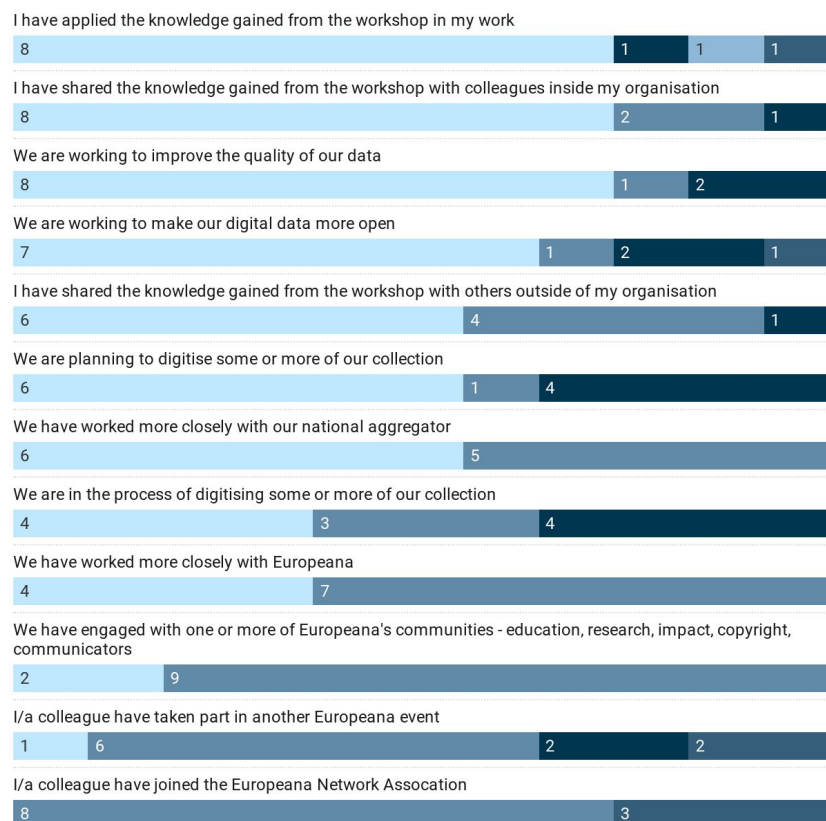
When we asked respondents to the longitudinal survey to rate whether they had taken action in specific areas as a result of the national workshop, one of the most frequent

responses was applying the knowledge gained from the workshop in their work. This suggests that the knowledge learned was practical and useful in some way. Representatives of the National Library of Lithuania however noted that the national workshops unearthed a need for more practical training.[4]

As a result of the national workshop:

Participants were asked to select the most relevant response

Yes ▪ No ▪ This change is not a result of the national workshop ▪ Blank ▪ Unsure

I have applied the knowledge gained from the workshop in my work
| 8 | | 1 | 1 | 1 |

I have shared the knowledge gained from the workshop with colleagues inside my organisation
| 8 | | 2 | 1 |

We are working to improve the quality of our data
| 8 | | 1 | 2 |

We are working to make our digital data more open
| 7 | 1 | 2 | 1 |

I have shared the knowledge gained from the workshop with others outside of my organisation
| 6 | 4 | | 1 |

We are planning to digitise some or more of our collection
| 6 | 1 | 4 |

We have worked more closely with our national aggregator
| 6 | 5 |

We are in the process of digitising some or more of our collection
| 4 | 3 | 4 |

We have worked more closely with Europeana
| 4 | 7 |

We have engaged with one or more of Europeana's communities - education, research, impact, copyright, communicators
| 2 | 9 |

I/a colleague have taken part in another Europeana event
| 1 | 6 | 2 | 2 |

I/a colleague have joined the Europeana Network Assocation
| 8 | 3 |

Source: Europeana surveys of National Workshop attendees (2018 - 2020) • Created with Datawrapper

Figure 3. *Indications of where workshop attendees have taken action, asked at least one year after the workshops took place.*

Learning about Europeana in general

We see in Figure 2 above that Swedish participants gained less knowledge on practical knowledge areas that support the digitisation and ingestion of cultural heritage, like the Europeana Data Model and publishing framework, and more knowledge on Europeana

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[4] There were two national workshops in Lithuania - one in 2018 and one in 2019, the latter was a follow-up. We focussed on the outcomes of the first national workshop, but it became clear that the real change was the result of the follow-up and continued, sustained interaction in the country. Practical training has since been planned and will be conducted regionally.

in general. Some organisations may have a high level of digital maturity (e.g. with already published digital collections), but they may not know about Europeana.

> *"I think it was the first time that I attended a workshop like this and actually discussed Europeana more deeper. And I think, to be honest, we were thinking, what are the benefits for [the institution] to go to Europeana. [...] I think Europeana had gone huge steps forward from what it was some years before that, before 2018. I'm not sure, but we had used it [previously] and thought, this is a good idea, but there's a lot of work that has to be done with the interface and the user experience. And I think that that workshop kind of opened my eyes that it's developing in a good direction."*
> Interview with 2018 workshop participant

The workshops are an opportunity to convince CHIs of the value of providing data to Europeana. The quote above suggests that the workshop was effective in renewing an interest in Europeana. Representatives of the National Library of Lithuania confirm that national workshops are an effective way to increase Europeana's visibility among CHIs. The CHI representative we interviewed suggested that Europeana could further help by creating more case studies to show practically the value of opening up and making their data accessible. Furthermore, we learned that the case study presented by the invited external speaker at the national workshop was convincing in encouraging this CHI representative to support digital change in their organisation, that ultimately led to the publication of their data on Europeana and other channels like Wikidata.

Was the knowledge gained shared with others, and did the workshop stimulate internal conversations?

One of the hypothesised outcomes in the national workshop change pathway was that national workshop attendees share what they have learned with others (a 'ripple effect'). In the data, we see that this is an outcome both on a short- and long-term basis, most strongly on an internal basis.

When we compare data from the German and Swedish post-workshop evaluation questionnaires, we find that the action respondents are most likely to take is to share information with others inside or outside of their organisation. When we asked respondents of the longitudinal questionnaire to rate whether they had taken action in specific areas as a result of the national workshop, one of the most frequent responses was sharing the knowledge gained from the workshop internally (see Figure 3 above).

We see that around half of 2018 workshop participants had discussions with colleagues about providing data to Europeana. Talking to colleagues can be interpreted as a step that could lead towards the potential medium or long-term action of providing more or higher quality data to Europeana. This is best exemplified in the interview with a participant from a 2018 workshop, who stated that they had used what they had learned to initiate a conversation internally about changes to their digital heritage approach.

We found a mixed response to whether the participants would talk to other (external) peers about the value of providing content to Europeana. However, in the interview, it was suggested by a workshop participant that sharing knowledge with others externally was an outcome for them. However, the desired 'ripple' effect - that workshop participants would share knowledge amongst their national peers - could be strengthened.
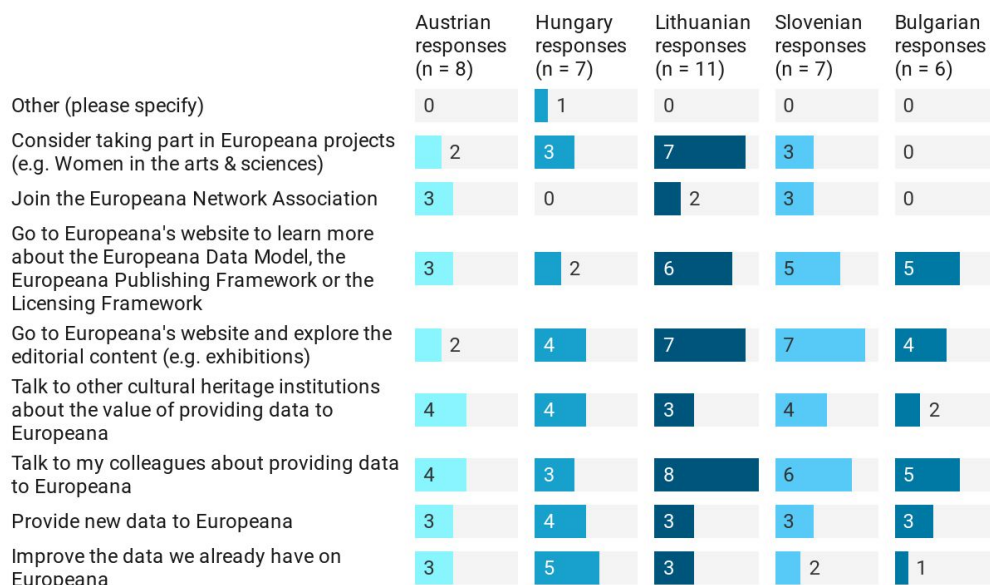
Do national workshops lead to higher quality data being published on Europeana?

We identified the publication of higher quality data as a potential outcome of national workshops. However, when interviewing Henning Scholz (Europeana Foundation) he suggested that it was unlikely that changes to data quality emerged directly as a result of national workshops, and that attributing any change as a result of the national workshop would be difficult as there can be multiple influences acting across the time period.

In the short-term, however, we see positive results that the workshop attendees are likely to take: for example, in three out of the five 2018 post-workshop questionnaires, participants were encouraged to go to Europeana's website to learn more about Europeana's frameworks and the EDM.

This workshop has made me more likely to:

Post-workshop evaluation

	Austrian responses (n = 8)	Hungary responses (n = 7)	Lithuanian responses (n = 11)	Slovenian responses (n = 7)	Bulgarian responses (n = 6)
Other (please specify)	0	1	0	0	0
Consider taking part in Europeana projects (e.g. Women in the arts & sciences)	2	3	7	3	0
Join the Europeana Network Association	3	0	2	3	0
Go to Europeana's website to learn more about the Europeana Data Model, the Europeana Publishing Framework or the Licensing Framework	3	2	6	5	5
Go to Europeana's website and explore the editorial content (e.g. exhibitions)	2	4	7	7	4
Talk to other cultural heritage institutions about the value of providing data to Europeana	4	4	3	4	2
Talk to my colleagues about providing data to Europeana	4	3	8	6	5
Provide new data to Europeana	3	4	3	3	3
Improve the data we already have on Europeana	3	5	3	2	1

The values shown are the number of respondents who picked this option. Respondents could pick any number of options.

Source: Europeana surveys of National Workshop attendees (2018 - 2020) • Created with Datawrapper

Figure 4. *Chart showing likely actions by workshop attendees in 2018.*

This also emerges in the longer-term. When we asked respondents of the longitudinal survey (sent to 2019 workshop attendees)[5] to rate whether they had taken action in specific areas as a result of the national workshop, two of the most selected responses include working to improve the quality of their data and making their data more open.

The *length of time it takes to effect change in digital collections approaches* emerges as a trend across several of the impact assessments currently being completed at this time on different Europeana services.[6] The interview with a CHI representative confirmed the turnaround time needed to have an institution's data ready for publication on Europeana, whilst also illustrating the barriers that can emerge (e.g. technical infrastructure). That organisation has ingested new data to Europeana since the workshops in 2018, but the process required for this to happen (technical upgrade) started before the national workshop.

Just as time is an influence on the outcome of providing better quality data to Europeana, there are other variables. For example, in Lithuania, a long-term national policy focusing on data quality has been critical to the changes in digital cultural heritage practices in the country. The National Library of Lithuania (as the national aggregator) has observed an improvement in the standard of data being ingested to the national aggregation platform in terms of open licenses, picture quality and metadata. This will eventually be published on Europeana. Though this outcome cannot be attributed to Europeana's national workshops directly, the value of having two national workshops[7] - including a follow-up workshop on more technical issues - was acknowledged.

Steps to providing better quality data

We learn about the different steps that support the publication of data on Europeana. We see in Figure 4, for example, that Lithuanian participants were most likely to take action in ways that would suggest that they are likely to contribute more or higher quality data to Europeana in future; namely, talk to internal colleagues about providing data, explore Europeana Collections, learn more about Europeana's frameworks, and consider taking part in Europeana projects.

We asked an open text question about the participants' next steps after the workshop. The most common responses (found 18 times in the data)[8] suggest that the participants are planning to take steps that may lead to an increase in online data publication in some way or a change in how they work with digital heritage content. The short-term steps identified are listed here by order of frequency:

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[5] The sample of 11 perspectives from four national workshops is low and means that we can only draw out some observations from the data.
[6] See e.g. the EuropeanaTech impact assessment.
[7] There were two national workshops in Lithuania, one in 2018 and one in 2019.
[8] Other responses are more aspirations/set out less clearly the steps that they will take, or do not relate to providing content or Europeana. Some responses were blank or unclear.

- Share information with others (internal) or make contact with the/an aggregator (5)
- Contact or work with national aggregator (4)
- Learn more about Europeana (2)
- Take part in more projects relating to digital cultural heritage (2)
- Increase general knowledge about digital collections (1)
- Make a change in own work reflecting Europeana frameworks (1)
- Work more with Europeana projects and editorial (1)
- Join Europeana Network Association (1)
- Progress organisational digital strategy (1)

In the list above, we see the importance of getting the buy-in of colleagues and connecting with the national aggregator. We understand that these short-term steps, in the longer-term, may lead to the improvement of the quality or quantity of digitised heritage data and/or the publication of data on Europeana.

Barriers to providing higher quality data

We asked German participants in the pre-workshop questionnaire and in the longitudinal questionnaire what are the biggest barriers facing their organisation relating to digitisation. The table below summarises these responses, and it also presents the views of the National Library of Lithuania representatives and the interviewed CHI representative who attended a workshop in 2018.

Theme	Where Europeana initiative can't help (directly or on its own)	What Europeana initiative can do (directly)
Training and knowledge (practical)	Need for extensive digital training for local professionals	- Clarify IPR/copyright and other legal issues - Provide a face at local events, or support or add brand to national events - Combine strategic resources at a national level through Europeana Aggregators' Forum and the Network to deliver needs-based training
Funding and capacity (strategic)	- Lack of funding - Lack of internal capacity and human resources - Missing national-level advocacy for digital heritage quality and accessibility	- Advocate for the investment of resource in the sector - Advocate for focus on open and high quality data, and funding, at Member State and EU level

	(OpenGLAM movement)	● Advocate for continual improvement of heritage collections
Technical infrastructure and aggregation routes (practical)	● Lack of functioning or up to date technical/ infrastructural resources	● Advocate for the investment of resource in the sector ● Provide clear and effective aggregation routes ● Develop case studies
Mindset and approaches to open data (strategic)	● Internal issues (strategic) e.g. approach to openness ● Entrenched perspectives or mindset	● Promote the wider value of digital assets for museums, changing mindsets ● Encouraging organisational change and development of professional practices ● Develop case studies
Sector trends and themes (strategic)		● Maintain digital as a focus as rhetoric evolves from accessibility to sustainability

Table 2. *Presentation of the barriers that emerge as themes from the national workshop impact assessment, categorised into practical and strategic themes, and analysed according to where Europeana can and can't directly help alleviate these barriers to digital transformation.*

The relevance of these themes can be compared to the findings of a forthcoming report by the Network for European Museums Organisation (NEMO), which shows that the two most pressing challenges relating to the digitisation and online accessibility of museums' permanent collections are insufficient resources (money) and staff capacity/time.[9]

Though this is a small sample of responses, we see that the critical barriers to change are predominantly beyond that which can be achieved by Europeana alone, and certainly in terms of a national workshop. These barriers include access to funding, capacity in the organisation, and mindset issues. For example, in the Lithuanian case, the barrier of being scared of change was described as follows:

- *I think this is a problem [that is] in our head, it's not Europeana's problem. It's our problem.[10]*

The identification of these barriers, however, can guide further services that Europeana may develop for its community, and it will help shape the structure and content of future workshops and capacity-building work.

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[9] Final report Digitization and IPR in European Museums, NEMO, forthcoming
[10] Interview with representatives of the National Library of Lithuania

Did the national workshop alleviate any barriers to digital change?

Broadly, there was a low response rate to this question in the longitudinal questionnaire sent to participants.[11] Two completed positive responses describe in different ways aspects of Europeana's contribution to digitisation. Firstly, that greater visibility and reuse of digital assets is likely to act as a stimulus for an internal focus on more open licenses and higher quality digital assets:

- *The fact that the images will be visible to the broader community, on Europeana, helps us get more open licences and better quality pictures.*

We can interpret this as the need for Europeana's platform to work as a case study in itself, showing the benefit of providing content. Secondly, there was a suggestion that Europeana's work can support national CHIs to influence agendas at a national level, in combination with Europeana's own advocacy:

- *Some discussions that were started during the workshop led to several informal talks with the representatives of the Ministry of Culture. However, those talks are yet to transform into more concrete results.*

What more could Europeana do?

When we asked what more we could do, the responses given had a similar and fairly high-level theme:

- *Organise some workshops about local copyright legislation and best practises and maybe some finances for outsourcing the digitisation*
- *More workshops, discussions, and common projects*
- *Advocacy*

When we asked a CHI representative in an interview what more Europeana could do, their message was to make the workshop (in the context of many training and workshop events) have value through the use of case studies to show practically the value of opening up and making their data accessible.

Have connections between CHIs, aggregators and Europeana Foundation been strengthened?

We found that over half of the respondents to the longitudinal questionnaire worked more closely with their national aggregator as a result of the national workshop. Four post-workshop questionnaire responses stated directly that they will talk to their national aggregator.

Our interview with Henning Scholz suggested that, although a cause and effect relationship cannot be easily described, national workshops are one factor in a

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[11] As well as four blank responses, two people said no directly, and one used '-'. There are two positive responses that lack detail for us to interpret: 'yes' and 'Not directly, but mentally yes'.

composite picture of better relationships between Europeana and national aggregators. Other factors include growing capacity within Europeana's data partner services team, opportunities to meet representatives in person, and more engagement generally with the Europeana Aggregators' Forum (EAF), which is growing in size and representation.

We should consider Europeana's interaction and support for workshop attendees after national workshops. In some respects, there is little capacity (or need) for Europeana to have a personal relationship with each attendee; rather the aggregator is there to provide the connection. The national workshops are designed to provide a personal interface to Europeana but there is little to no visible structured follow-up after the workshops.

The National Library of Lithuania suggested the idea of being able to run events with the support of Europeana, but not necessarily with its direct participation (for example, being able to use and focus on our content or publications and use the logo). At the same time, Henning noted the desire for local aggregators to have more ownership of the national workshops and to harness their role as representatives of Europeana on the ground, and importantly, to be the 'face' that most CHIs in the country will associate with Europeana. Though we have only one example, there may be more aggregators that are already willing to embrace this. It was noted, however, that national aggregators may need more confidence to perform this role.

Do national workshops encourage more engagement with Europeana, e.g. joining the Europeana Network Association?

The data from the post-workshop questionnaire suggest that willingness to join the ENA is not a strong outcome. None of the longitudinal questionnaire respondents or their colleagues appear to have joined the ENA as a result of the national workshop. For at least one participant of a 2018 workshop, they had ongoing connections with Europeana that were not changed in any demonstrable way by attending the national workshop.

From the post-workshop evaluation questionnaires in 2018, we learn that a small share of participants were encouraged to take part in Europeana projects. This also emerges in a few open text responses in that questionnaire. When asked what more Europeana could do to alleviate barriers to digital change, one respondent of the longitudinal questionnaire suggested a need for Europeana to facilitate 'common projects'.

We received one positive response to the question if the respondent had become more active in the broader community around digital cultural heritage as a result of the workshop.
- *Yes, I've been following the international OpenGLAM-community more closely (mostly through Karen's & Douglas' twitter accounts).* NB: this was a Finnish respondent, and here they reference two of the speakers.

On the national workshops change pathway, we hypothesise that increased engagement with Europeana might lead to a feeling of inclusion in a community of practice around digital cultural heritage. We anticipate that further engagement with Europeana would be a good way to encourage this feeling of connection and community around digital cultural heritage and to achieve this, further engagement by national workshop attendees with Europeana should be encouraged.
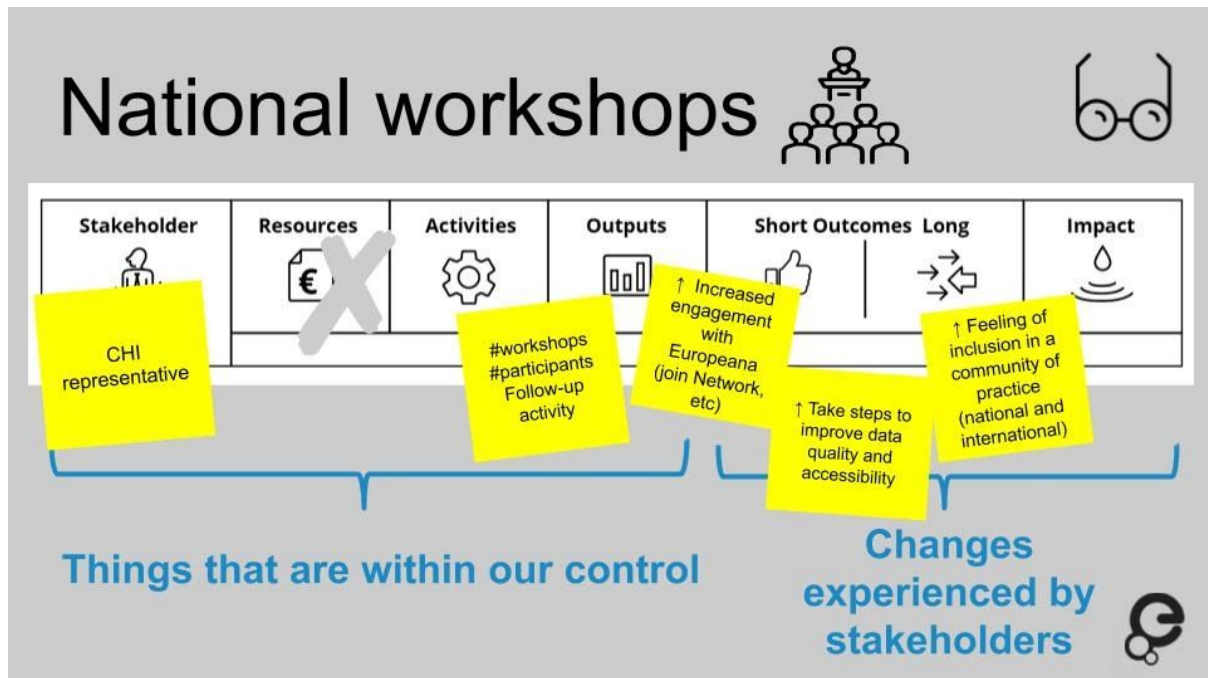

Figure 5. A simplified strand of the national workshops change pathway.

The national workshops are designed to provide a personal interface to Europeana but there is little structured follow-through afterwards: this is designed to be managed by national aggregators, since this cannot be managed at scale by Europeana. By bringing the attendees into the wider Europeana initiative via the Europeana Network Association, contact and communication could be maintained with the attendees, incorporating them into a formal network centred around digital cultural heritage good practice, and provide regular insights into sector developments. Language, however, was identified as one barrier to the further participation in the Network.

What does the data tell us about the value of Europeana for CHIs?

Existence value is described as a way to 'reveal evidence of how important people find the conceptual value and prestige derived from the existence of a resource or service'.[12]

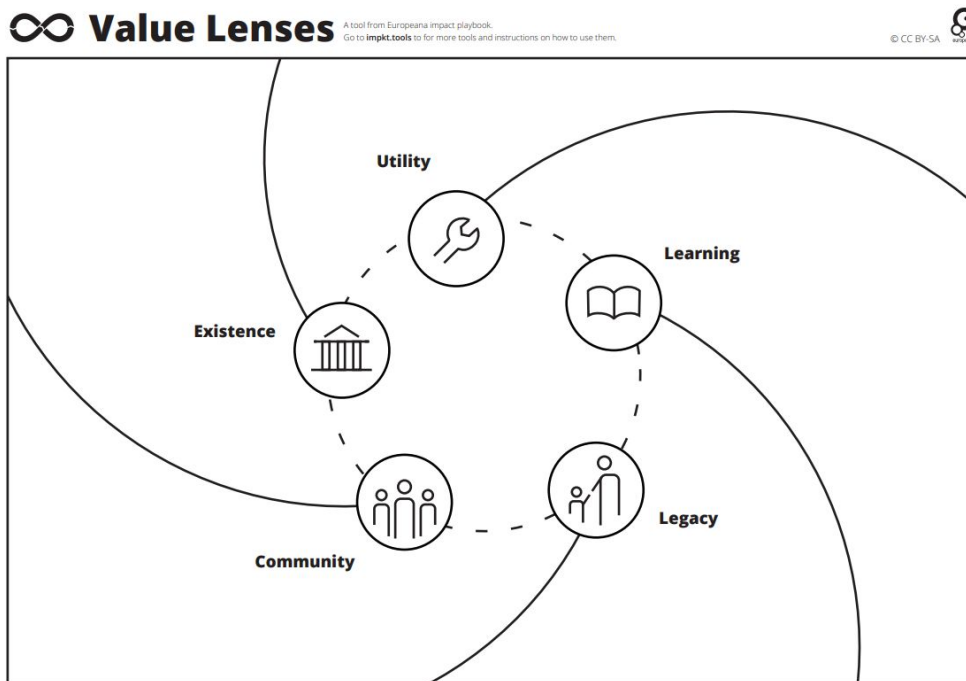[12] Europeana Impact Playbook, p. 34

Figure 6. The value lens from the Europeana Impact Playbook.

On a scale from 0 - 100 of importance, we asked longitudinal questionnaire respondents how important they felt it was that Europeana exists. This is rated almost 70 out of 100 by a small sample of respondents. Our next steps are to consider, in collaboration with colleagues, what a benchmark should be, if it is decided to go forward with this methodology.
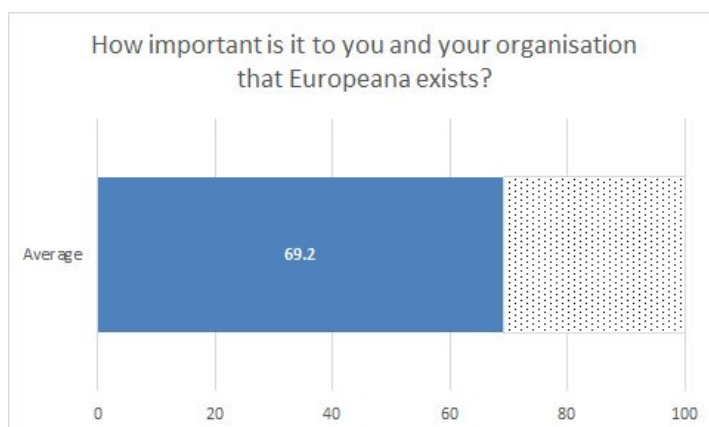

Figure 7. The average rating given by respondents of the longitudinal national workshop questionnaire.

We also have to consider more meaningful ways to capture this perspective. For example, we might better use a Likert scale from 'not at all important' to 'extremely important'. A similar model was used in the Europeana Network Association impact and satisfaction questionnaire, where we asked the question of how important Europeana was for the individual's daily work. This conversation will inform an ongoing discussion

on the creation of a 'question bank' for Europeana, where we select tested questions and promote good practice among Europeana colleagues and the Europeana Network in survey data collection methods.

We trialled an approach to capturing economic value through assessing willingness-to-pay in the longitudinal questionnaire. Willingness-to-pay can help to express demand for a service, as well as helping to attribute value to that service. It can be seen as another component of existence value. The response rate to this question was very low. Out of 11, five respondents did not fill this in at all and only two respondents gave numbers other than 0. It was not meaningful to analyse the data provided, but it has informed Europeana's ongoing thinking about how to consider the economic value of its services. Other options could include replacement value, for example, the cost to Europe and its CHIs in doing that part of what Europeana does which they regard as worth something to them, by other means. We should evaluate to what extent the same challenges might emerge with this approach.

Conclusions

Europeana's national workshops are a tool to raise awareness of the value of Europeana's frameworks and services and of providing data for publication on the Europeana platform, with the anticipated long-term goal of improving the quality and quantity of digitised heritage data made available for wider society. This would have the impact of positively changing how a cultural heritage organisation interacts and engages with its audience using digital cultural heritage, which is understood as Europeana's potential social impact.

We should acknowledge that Europeana's national workshops are one-off events whose direct influence, including among Europeana's range of services and activity, might be difficult to ascertain amongst the numerous internal and external influences experienced by a cultural heritage organisation relating to digital heritage. We find this to be the case in all three interviews conducted with an aggregator, CHI representative and Europeana itself.

The national workshops support digital transformation to some degree at different levels.

- The national workshops appear to reach those who are aware of Europeana but are not part of the Europeana ecosystem and who do not provide data to Europeana. However, sustained engagement (e.g. a series of workshops) was recommended by a national aggregator as an effective model to bring about change.
- The audience may be aware of Europeana but may report a low depth of knowledge about its frameworks, particularly those key to changing and improving digital practices. The workshops enabled participants to learn about Europeana's frameworks and standards as well as Europeana's activity and strategy. The knowledge gained could be applied to an attendee's work, suggesting that it was practical and useful.
- National level policy focus appears to be a precondition for digital change. We found this to be strong in the Lithuanian case.
- We see that knowledge gained in the workshops is shared within organisations, and used to support internal conversations about change in digital practice. We see some evidence of knowledge sharing outside of their organisation with external peers.
- Respondents report that as a result of the workshop, they have worked on opening their digital heritage data and improving its quality. In the Lithuanian case, the National Library (the national aggregator) has seen improved data quality in the form of image quality, licenses used and metadata quality. Improvement in data quality takes time and cannot be attributed directly to the national workshops: other factors that influence such a change in digital heritage practices include national level strategy focus, technical change, and ongoing work or relationships with Europeana or an aggregator.

- We are able to document the many steps that form a journey to improved approaches to publishing digital heritage data. Short-term steps may not be directly linked to Europeana, but may, in the longer-term, lead to the improvement of the quality or quantity of digitised heritage data and/or the publication of data on Europeana. We see the importance of getting the buy-in of colleagues and connecting with the national aggregator.
- The national workshops are reported to strengthen relationships between a CHI, Europeana and national aggregators. Some CHIs report that they contacted their relevant aggregator as a result of the workshop, seen as a step towards providing data to Europeana.
- There is no evidence that the national workshops encourage participants to become part of the Europeana Network. Some participants are likely to have had ongoing connections or collaborations with Europeana that were not changed in any demonstrable way by attending the national workshop. We learn that a small share of participants were encouraged to take part in Europeana projects but more detail is needed in this area.
- The research was useful in identifying barriers to digital change. Europeana cannot directly address some critical barriers, such as offering funding for digitisation or additional internal capacity, solving technical problems, or changing people's opinions directly. Europeana can, however, help in some ways, such as influencing or supporting advocacy in the policy context and publicising the value of digital assets to encourage more digitisation and publication of digital cultural heritage.

This research creates the baseline against which to increase the strength of the outcomes we create. We have found that the structure of pre-, post- and longitudinal surveying is effective and should be further improved when being implemented in future training events. The findings we present above are informed by relatively small samples of data and would be strengthened by a bigger data set. Longitudinal research should be continued.

Recommendations

- The national workshops unearthed a need for more practical training, which Europeana can support but not deliver at scale on a national level.
- Europeana's ongoing activity should be presented as a case study to make the argument of why a CHI's collections should be published and be made accessible online (and on Europeana).
- National workshops could be structured better to meet the needs of those at different levels of digital maturity and on the journey towards digital change. It is not the place for this report to set out a structure to address CHI needs at different maturity levels, or to consider the scale at which this should operate, but we recommend that such a framework informs the design of the learning and capacity building services Europeana and aggregators provide for CHIs, including national workshops. This must be done in collaboration with the Europeana Aggregators Forum, as the national workshops and other localised activity can be seen as the launchpad for more localised activity and collaboration, and localised knowledge is vital to provide the strongest outcomes for participants.
- Closer partnership working with aggregators is recommended: Europeana is represented at scale through its network of national aggregators. Scenarios for local ownership of events, and the expectations of a proactive national aggregator, should be clearly set out. A tiered approach could be useful to map the expectations of aggregators at different levels of activity and intensity, and to support those for whom Europeana is only a small part of their role.
- For documentation purposes, it would be valuable for the organisers of national workshops - or indeed any activity - to document any outcomes they have identified and to capture the impressions and potential next steps of the participants. This could be as simple as using the post-workshop questionnaire content in a blog, or asking participants to co-author blogs and asking questions about future plans, not just past experiences, rather than just reporting descriptively about what has happened.
- Further work could be done to introduce the question of attributing economic value to Europeana's services (in total or regarding discrete services). This question could be trialled in interviews rather than in a questionnaire. If a questionnaire rating is used, this should be accompanied by an open text field in which the respondents can explain their answer or lack of an answer.
- Europeana should improve communication about its data collection expectations. These should be communicated to hosts at an early stage of training or event planning. The process designed for this impact assessment now sets in place a structure that should be followed in future.
- Good relationships with event organisers and national aggregators are key to good data collection around national workshops. It is important to also explain how the data will be used to encourage participation.

Appendix 1 - blog posts on past national workshops

- [Lithuanian cultural heritage in a digital world: a Europeana national workshop](#)
- [The power of three: Europeana-Hungary national workshop](#)
- [Boost the value of your digital collections](#)
- [A meeting of cultural and ministerial minds in Madrid: 2nd Europeana National Workshop](#)
- [An open conversation: first Europeana national workshop on sharing digital collections in Scotland](#)

About the Europeana Impact Playbook

The European Impact Playbook is being developed for and with cultural heritage institutions around the world to help them design, measure and narrate the impact of their activities. It helps guide professionals through the process of identifying the impact that their cultural heritage institutions have, or aim to have, as the sector works towards creating a shared narrative about the value of digital cultural heritage.

Two phases of the Impact Playbook have been published alongside tools and a growing library of case studies. Phase one introduces professionals to the language of impact assessment and helps them make strategic choices to guide the design of their impact. Phase two builds on the design brief in the first phase and focuses on data collection techniques. Phases three and four are in development and will focus on how to narrate impact findings and evaluate the process taken.

Find out and join the Europeana Impact Community by going to **impkt.tools!**

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