europeana
network association

ACTIVITY PLAN 2025

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2025: LET'S MAKE IT OUR MOST IMPACTFUL YEAR YET

Dear fellow champion of digital cultural heritage, As I sit down to write this introduction to our Activity Plan for the coming year, I can't help but feel a surge of excitement and pride. You, me, and nearly 5,000 others - we're not just passive observers in the digital transformation of cultural heritage. We are its curators, innovators, and passionate advocates.

Remember when we first embarked on this journey towards the Common European data space for Cultural Heritage? It felt like stepping into uncharted territory. Now, look at us - we're not just navigating this space: we're shaping it, expanding it, and bringing it to life in ways we could only dream of before.

2025 is set to be a pivotal year for us. We're no longer conceptualising a data space; we're becoming the data space. We're pushing boundaries, fostering connections, and creating a digital ecosystem where our shared cultural wealth doesn't just exist but thrives and evolves.

But here's the thing. This journey isn't about grand gestures or lofty ideals alone. It's about the small steps we take every day, the partnerships we forge, the skills we develop and the knowledge we share. It's about us, bringing our unique expertise, energy, and vision to this collective endeavor.

As you read through this Activity Plan, I want you to see more than just objectives and strategies. I want you to see opportunities to learn, to contribute, to make a real difference. Whether you're a seasoned professional or a newcomer, your ideas count and

your enthusiasm will drive us forward. So, let's roll up our sleeves. We have a data space to nurture, a network to strengthen, and a digital future to shape. Let's make 2025 our most impactful year yet!

Sofie Taes, Vice-Chair of the Europeana Network Association

1. KEY AREAS OF ACTION

It is worth noting that, inherent to the Europeana Initiative's role as a steward of the data space, activities will unfold in 2025 along parallel tracks:
i) day-to-day operations following the route mapped out in the DS contract, the Implementation Plan and the [updated ENA strategy document](#);
ii) second horizon activities, in which we re-evaluate short- to mid-term objectives and impact areas considering the contract specifications against emerging opportunities, challenges and digital/societal trends;
iii) third horizon activities, i.e. long-term visioning both for the Europeana Initiative and the data space for cultural heritage. The Impact Model and the Europeana Initiative Visioning and Business Strategy 2030 help us to look ahead at what this third horizon could and might have installed for us.
Crucial are the three 'focal areas' identified in said Strategy: the future development of the data space;

leveraging our participation in other large EU-funded initiatives; reviewing and adapting our Member States engagement mode.
The themes given below should be seen as lenses through which ENA's activities on the different tracks can be followed, monitored and assessed.

Deepening network engagement

In 2025, we're taking our network engagement to new heights. We'll build on the success of our Country Groups initiative, expanding its reach and impact. Our focus will be on creating more touchpoints for members to connect, collaborate, and contribute meaningfully to the data space. We'll work on developing new mechanisms to tap into the vast pool of expertise within our network, ensuring that every member has the opportunity to shape our collective future.

Through this lens we will be looking at topics such as:

- Optimizing the Country Groups model for wider adoption across member states
- Investigating new modes and means for real-time collaboration and knowledge sharing
- Creating targeted engagement strategies for different member segments (e.g., young professionals, seasoned experts)
- Piloting a mentorship program to connect experienced members with newcomers
- Designing and launching 'micro-contribution' opportunities to increase active participation of Member Councillors and the wider ENA membership

Advancing data space integration

As the Common European Data Space for Cultural Heritage matures, our focus shifts to deeper integration and more sophisticated utilization. Several ENA Communities already focus activities on the reuse of Data Space collections. In 2025 we want to investigate how ENA can build on that experience and support emerging practitioners and audiences as well as an increasingly diversified scope of data types, tools and services, and digital skills. We'll work on ensuring that ENA members are not just participants, but active co-creators and innovators within the data space.

Through this lens we will be looking at topics such as:

- Developing advanced training programs on data space technologies and methodologies (within the framework of the Europeana Academy)
- Investigating, designing, creating and analysing innovative use cases for the data space
- Facilitating cross-sector partnerships to enhance the value and reach of cultural heritage data

Enhancing governance and collaboration

As our role in the data space evolves, so must our governance structures. In 2025, we'll implement the outcomes of our governance review in the scope of the Task Force on Long-Term Sustainability that is currently active, focusing on increasing transparency, efficiency, and inclusivity in our decision-making processes. We will support the EF in delivering an enhanced membership model by the mid-year point and will work on improving clarity and communication of membership benefits. We'll strengthen our collaboration with the other pillars of the Europeana Initiative, working towards a more integrated approach to steering the data space.

Through this lens we will be looking at topics such as:

- Refining decision-making processes to increase transparency and member involvement
- Developing new models for cross-pillar collaboration within the Europeana Initiative
- Implementing a system for regular review and adaptation of governance structures
- Creating clear pathways for members to take on leadership roles within ENA
- Exploring innovative voting mechanisms to ensure fair representation across our diverse membership

Fostering global outreach and partnerships

While maintaining our European focus we also embrace ENA's substantial network membership from all around the world! In 2025 we'll continue to expand our horizons to engage with global partners and initiatives. This will enrich our perspectives and increase the impact of European cultural heritage on the world stage.

Through this lens we will be looking at topics such as:
- Developing partnerships with cultural networks in other regions
- Contributing to global discussions on digital cultural heritage policies and standards
- Exploring opportunities for collaborative projects

Empowering community-led initiatives

The data space shift towards a more decentralized model can inspire ENA to think of its network as a body that empowers its members to take the lead on projects and initiatives that align with our broader goals. This will harness the full potential of our diverse network.
Through this lens we will be looking at topics such as:
- Devising communication pipelines allowing members to propose and gather support for new initiatives
- Developing an approach for community-driven working groups and task forces

- Developing guidelines and workflows for establishing, managing and monitoring cross-initiative working groups

Cultivating sustainable and ethical digital practices

In 2025, we'll place increased emphasis on ensuring that our digital practices are not only innovative but also sustainable and ethical. This includes considering environmental impact, digital ethics, and long-term preservation.
Through this lens we will be looking at topics such as:
- Exploring long-term digital preservation strategies for the data space era
- Promoting inclusive design principles in digital cultural heritage projects
- Championing environmentally sustainable digital cultural heritage practices
- Supporting emerging frameworks for ethical data use and AI applications in cultural heritage

2. PRIORITY ACTIVITIES FOR ENA IN 2025

The themes mentioned above are reflected in the Implementation Plan following the tender for the data space, where ENA is included in particular in Work package 3: Capacity building and fostering reuse. We will address these themes throughout our activities in 2025, with the following actions and objectives:

Daily operations vs. long-term strategy

Our day-to-day commitment remains the same: we support and co-steer the execution of the data space contract along the lines and tasks stipulated in the Implementation Plan and this in close concertation with the other two EI pillars. We will, in parallel, continue to develop, refine and deliver ENA's strategy, in the context of the [Europeana Initiative strategy 2020 - 2025](#) and the soon to be published

Europeana Initiative Vision and Business Strategy 2030.

> *Expected results:*
- *Updated Strategic Plan of ENA*
- *Definition and implementation of capacity building activities in the scope of the Implementation Plan Year 3*
- *Contribution to the long-term visioning process pertaining to the DS*
- *Supporting the alignment of short-, medium-, and long-term visioning work with strategic efforts conducted in the scope of affiliated bodies, initiatives and projects, including CEDCHE, other emerging data spaces, and the European Cloud for Cultural Heritage (ECCCH).*

Expanding the Country Groups pilot

Building on the success of our current pilot program, we'll investigate if and how to roll out Country Groups across more member states. The remit of action would be to develop an ecosystem of effective local hubs for networking, knowledge sharing, and advocacy for the data space. We also want to increase our support to those ENA members who are taking on the role as an ambassador of the data space on a more individual basis.

> *Expected results:*
- *Evaluation report on Country Groups pilot*
- *Update of Country Groups strategy*
- *Concertation with the EC on the direction of journey for continued Country Group efforts*
- *Support any second-stage Country Group activities with a comprehensive toolkit and support system to empower these groups*
- *Provide support and materials in aid of individual data space ambassadors*

Moving towards a network-wide expertise mapping

We have been considering to develop or implement a platform to map the skills, knowledge, and interests of our members for some time. This would not only help us in matching expertise to needs within the data space but will also facilitate more targeted networking and collaboration opportunities for our members. However, integration with the CRM and other pivotal admin and communication systems used within the EI is key. Ahead of any implementation we should, in any case, ideate what the desired outcome of a mapping would be and which would be the chief considerations when gathering and processing information from/about our members

> *Expected results:*
- *Defining current possibilities and desired futures for network-wide expertise mapping*

Revisiting ENA's governance structure

Based on the outcomes of our governance review, we'll implement a new, more agile governance model. This might include redefining roles within the Communities steering groups and support staff, Members Council and Management Board, streamlining decision-making processes, and creating new channels for member input on strategic decisions.

> *Expected results:*
  • *A vision on governance proposed and shared by the Governance and Sustainability Working Group*

Developing a sustainable funding strategy

The impact of ENA's new involvement as an Affiliated Entity to EF in important EU-funded projects such as ECHOES (in the Cultural Heritage Cloud initiative) and 3D4CH (the 3D Competence Centre) - both of which have commenced their activities in 2024 - is as yet unknown, while these projects develop their strategic direction in more

depth. Nevertheless, it seems entirely possible that collaboration or integration with other external networks may at some stage enter the agenda. We'll deepen our investigation into new funding streams in the year ahead. This will involve identifying potential grant opportunities, developing partnerships with aligned organisations, and investigating innovative models like crowdfunding.

> *Expected results:*
  • *A vision on funding streams expressed in a brief, drafted by the MB and MC*

Enhancing our capacity building offerings

In line with our commitments under the data space contract, we'll expand our capacity building programs. This will include consultation of Members Councillors to define trends and needs for new online courses, organizing outreach events, investigating new possibilities of peer-to-peer knowledge exchange within the Network and supporting the expansion, use and dissemination of the Europeana Academy's offerings. We'd love to include training on inclusive practices.

> *Expected results:*
- *Expanded offerings and increased uptake of capacity building resources via Europeana Academy participation*
- *A continuation of the ENA Outreach events series*

Strengthening cross-network and cross-initiative collaboration

We'll work on deepening our integration with the other pillars of the Europeana Initiative. This will involve joint strategic planning sessions to help measure and drive our collective impact on the data space. This is crucial to better understand and communicate the value of our network and reflect the extent to which our activities are contributing to the goals of the data space and the broader digital transformation of the cultural heritage sector. We also want to engage more strongly with active Network members. This will include the exploration of possibilities to offer mentorships or peer-to-peer feedback from MB, MC and community representatives. Finally, as Europeana Pro will be decommissioned by the end of August 2026, we will

work with the EF and EAF to support planning of the review and migration of content to ensure the EI and its constituent bodies are well represented on the data space website.

> *Expected results:*
- *A methodology for optimised cross-pillar collaboration*
- *Continuous development of more expressive and representative KPIs for impact*
- *A framework for understanding how and where the active layers of the Network could intersect and interact with the wider membership*

These priority activities represent our commitment to growing, strengthening, and leveraging our network to drive forward the Common European data space for Cultural Heritage. Each activity is designed to contribute to our key areas of action, ensuring that we're making tangible progress towards our strategic goals. As we embark on these actions, we'll remain flexible and responsive, ready to adapt our approach based on the evolving needs of our members and the broader cultural heritage landscape.

3. ORGANISATION OF WORK

Moving into a new year of activities, we intend to organise our work in-keeping with established practices. At the same time, we envisage that ongoing discussions with regards to sustainability and governance might prompt us back to the drawing table in the course of that year. The Management Board and the Members Council commit to communicating about significant redirections in workflows or responsibilities with the ENA membership if and when initiative-wide support for such redirections is achieved. At this point in time (October 2024) we foresee activities of ENA in 2025 to be organised as follows:

ENA Members Council
The Members Council, a body of elected ENA representatives, actively helps the Europeana Initiative to implement its strategy, and supports the digital transformation of the cultural heritage sector and the deployment of the data space. The Council currently counts 36 Members of which the majority will be new or consist of re-elected Councillors after the 2024 round of elections. Previous investigations towards increasing the involvement and the efficiency of this important body have led to stronger expressions of expectations from Councillors in the procedure for submitting their candidacy, as well as in the operations of the MC throughout the year and the expected involvement in preparation of and during MC meetings in particular.

Chief responsibilities of the Members Councillors include:
- evaluating and steering the activities of the communities, Task Forces and Working Groups, ensuring their progress as well as the state of ENA governance and budget.

- taking up an active role in at least one of the communities, Task Forces or Working Groups
- active involvement in the evaluation of the Country Group pilots and the possible continuation or expansion of the pilot, including championing the data space via a Country group in Councillors' own countries
- executing tasks committed to in the Implementation and Roadmap towards the realization of the data space contract
- contributing to the representation of currently untapped, silent or unserved stakeholder groups and communities
- engaging in activities supporting and expanding ENA's communications efforts

The Council meets three times a year - of which at least one meeting is an in-person event - to discuss ENA's priorities and progress towards the Europeana Strategy in line with activities of the Europeana Foundation and Europeana Aggregators' Forum. We welcome Members Council representatives to propose hosting in-person meetings on their premises, with a view to increasing involvement and representativity of our work as a governance body.

ENA Management Board

The election of 27 new Councillors in December 2024 will be followed in early 2025 by the election/re-election of the Management Board, excluding the two Board Members whose term extends beyond this fall's elections.

The MB will continue to lead the development of the ENA's strategic vision, play an active role in discussion on DS governance, policies and budget, and make sure that across the Initiative membership provisions are made where and when applicable. MB will continue to be involved in long-term visioning processes and follow the activities of the Supervisory and Advisory Boards as well as the CEDCHE in its capacity as an advisory body supporting the EC.

In liaising with the other two pillars of the Europeana Initiative (EF, EAF), MB continuously invests in strengthening collaborations and improving governance towards co-decision making. Furthermore, MB meets up monthly with the other

two pillars and has bilateral conversations with the EAF.

Furthermore, the MB will provide guidance and a governance framework for ENA Communities, Task Forces and Working Groups, including the evaluation of the progress of their work in line with the strategic direction of the ENA. Special attention shall be given in 2025 to establishing a framework for governance and operationalisation of cross-initiative Working Groups.

The Board will continue to meet monthly online and to communicate regularly with the MC through in-person meetings, emails and Basecamp messages as well as dedicated WhatsApp groups. Communications with the wider ENA membership has been strengthened from this year onwards by MB taking on an increased role in curating the monthly ENA Newsletter.

ENA Secretariat

The ENA Secretariat, run by [Zuzana Malicherova](#) and supported by the Europeana Foundation's

Community and Partner Engagement Team, will continue to provide day to day support to both the Members Council and the Management Board as well the Communities, Task Forces and Working Groups.

ENA Communities

The seven [ENA communities](#) are ENA's most important instrument in addressing the challenges faced by cultural heritage institutions in this age of digital transformation. The communities will continue to function as trans-national networks of professionals and experts who come together to cultivate and share knowledge and practices around relevant topics. With a view to the new digital reality presented by the data space, the particular role of the communities in the execution of the data space contract's Work Package on capacity building, as well as in the scope of the emerging Country Groups, is considered to be vital.
Community members can sign up to receive community newsletters, join various communication channels and social media groups, and attend community-related events and meetings. The major

focus of the communities will be on implementing their 2025 work plans, including activities in the scope of current and emerging Task Forces. The work plans will be drafted on the basis of a new template, co-developed with the EF, and will be monitored by the community Steering Groups, the Management Board and the Members Council.

ENA Membership

Active engagement and empowerment of ENA members is our key priority. So far, our accomplishments in attracting young professionals and underrepresented communities/regions, while keeping the existing network engaged and active, have remained below the level desired. We will actively seek to increase engagement with these audiences and expect the Country Groups to have a positive impact on this area of action.
In terms of numbers we expect to start 2025 with around 5,000 members. We hope to continue to gain between 30 and 80 new members every month, which should see overall membership increase to over 5,300 members by the end of the year.

New members are approved by the ENA Management Board on a monthly basis. The process involves the collation of new applications by the ENA secretariat and the review of each applicant's profile and expression of interest by MB members, using an assessment framework that was developed in 2022.

ENA Working Groups
The Governance Working Group remains responsible for offering recommendations regarding transparent, fair and effective governance to the Management Board and Members Council, as well as any changes in the underlying governance principles and procedures for ENA governance. Several cross-initiative WGs are active as well: the WG Supporting the digital cultural heritage of Ukraine, the Capacity Building Working Group and the Innovative Operating Models WG that has explored decentralised approaches towards the data space; its further activities are under evaluation. All the ENA Working Groups report on their progress at Members Council meetings, including the General Assembly.

ENA General Assembly

Our members will have the opportunity to come together at the ENA General Assembly, in the fall of 2025. During the Assembly, they will be able to express their opinions on governance matters, progress made with the implementation of the tender, approve key documents, and launch the 2025 Members Council elections and voting. The communities will have an opportunity to present their key activities.

ENA Communications

The [Europeana Pro](#) website is the main source of information about ENA and its activities. Throughout 2025, we will highlight the work of ENA communities through [Europeana Pro news](#). ENA will continue to work with the EF on the presentation of ENA on Pro, on planning around the decommissioning of Europeana Pro and related planning for the presentation of ENA on the common European data space for cultural heritage website from Year 4 of the DS contract (September

2025) onwards. Discussions on how to make information about ENA more easily accessible and make that information available as multilingual content will inform this longer term planning.

We will continue to co-curate and contribute to the monthly [Network Newsletter](#). The Europeana [LinkedIn Group](#) (7,391 members in October 2024) will continue to provide a discussion forum for ENA members.

We will also promote our communication efforts and dedicated campaigns on X (formerly known as Twitter) using ENA hashtags. The hashtag [#EuropeanaCommunities](#) brings the ENA, its specialist communities and other Europeana-related networks together.

Next to these established paths, we are aiming at increasing engagement and collaboration between ENA MB, MC, communities, WGs, TFs and the wider membership as well as cross-pillar communication by examining improved CRM performance and communication tools that would align with this.

Cross-Initiative cooperation

The implementation of the tender includes an investigation into optimising collaboration among the three pillars of the Initiative. Representatives of EF, ENA, and EAF meet monthly to discuss and align common areas of work, (re)assessing priorities, exchanging insights into developments within each of the groups, and keeping track of progress in achieving tender commitments as well as joint ambitions. Our cross-initiative, cross-sectoral member state advocacy groups (Country Groups), launched as a pilot at the end of 2023, will be evaluated early in 2025; pending positive findings, we will look into continuing this effort to foster and strengthen support for Europeana on a national level.

4. OVERVIEW OF ACTIVITIES AND EVENTS PER QUARTER

Q1: January to March 2025

Communities: Task Forces and work plans approval
The communities will have until January 2025 to estimate their budget requirements and finalise and publish their work plans for the year, making use of the new template shared by the EF.

Members Council meeting
The first meeting of the Members Council will take place in March 2025 with a focus on discussing issues of strategic importance for ENA and projecting activities for the coming year. Depending upon availability and opportunity, this meeting might be hybrid.

Q2: April to June 2025

Task Force and Community Steering Group meetings
Community Steering Groups or running Task Forces may plan their own meetings and events in this period.

ENA Outreach Event #2
Pending deliberations by the newly appointed MB, a second ENA Outreach Event might be organised in this period.

Annual Europeana Conference
While this much-valued sector event didn't take place in 2024, a new gathering of professionals in and around the data space for cultural heritage will take place in Spring 2025.

Q3: July to September 2025

Members Council meeting
In early summer 2025, the Members Council will hold its second meeting. The agenda will focus on the work of the communities and formalities related to ENA governance, budget and membership, as well as strategic issues such as ENA's role in digital transformation of the sector and alignment with priorities of the rest of the Europeana Initiative. Depending upon availability and opportunity, this meeting might be hybrid.

Task Force and Community Steering Group meetings
Community Steering Groups or running Task Forces will have an opportunity to organise separate community meetings also in this period.

Start of the 2025 voting preparations
The Governance Working Group will nominate the annual Elections and Voting Committee, which will start preparing the 2025 voting process, which concerns annual approval of formal ENA documents. A communications plan and timeline will be drawn up in collaboration with the ENA Secretariat. Various announcements around the voting process, championed by the Chair of the Committee. This year, there will be no need to organise the Members Council elections.

Start of the 2025 General Assembly preparations
In September 2025, the Management Board, in collaboration with the Elections and Voting Committee and the ENA Secretariat, will begin the preparatory process for the 2025 General Assembly meeting. This includes setting the agenda, preparing documentation, convening the General Assembly and managing all communications surrounding the meeting.

Q4: October to December 2025

Community work plan evaluation
Community work plans will go through a process of evaluation by the Management Board and the Members Council, and the community chairs will be asked to present their main deliverables and milestones achieved in the ENA annual report.

Delivery of Task Force recommendations
Running Task Forces will be required to submit their final recommendations to the Members Council by the end of the year 2025. Once reviewed, the Task Force chairs will be asked to promote their outcomes through Europeana Pro news, Network newsletter and social media.

Members Council meetings and General Assembly
In this period, the ENA Secretariat will organise the third Members Council meeting of the year, as well as the General Assembly meeting and potentially an ENA Outreach Event. The ENA year report, 2026

strategy and 2026 Activity Plan have received their annual update in time for ratification. At the General Assembly, ENA members will formally approve the annual ENA documents and launch the 2025 voting process. The events will be promoted via regular channels as well as dedicated campaigns via email, the Network Newsletter, LinkedIn and X. It is for the ENA MB and MC to discuss how far it is suitable, desirable or necessary to seek overlap or complementarity between two or more of these meetings.

Community Steering Group & Task Force meetings
Community Steering Groups or running Task Forces will have an opportunity to organise separate community meetings also in this period.

Launch of the 2025 voting

The voting period - expected to last for a week - will be launched by the Management Board at the General Assembly meeting, and will be overseen by the Elections and Voting Committee. The results of the voting process will be communicated through regular channels as well as in a dedicated communication campaign.

With your continued support we are jointly becoming the Common European data space for Cultural Heritage. Thank you for being a part of this journey!

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