



ACTIVITY PLAN 2023

TABLE OF CONTENT

2023: aspiration & ambition	2
1.Three key themes for discussions and actions	4
2.Priority actions for ENA in 2023	6
3.Organisation of work	9
4.Overview of activities and events per quarter	13
◦ Q1: January to March 2023	13
◦ Q2: April to June 2023	14
◦ Q3: July to September 2023	14
◦ Q4: October to December 2023	15

2023: ASPIRATION & AMBITION

As the final quarter of 2022 has commenced, the time is right to pause for a minute and look two ways: to what has been accomplished over the past year and to what lies ahead. Important milestones for the Europeana Network Association (ENA) have been passed over the last twelve months, from the installation of a new Management Board to the ‘unlocking’ of international travel after the peak of the pandemic; from the diligent preparation of the tender for a common European data space for cultural heritage, to the actual awarding of the tender and planning its execution.

Looking forward to 2023, we see new opportunities and challenges heading our way with a momentum that is immensely exciting. ENA will help shape the data space, particularly with regards to

strengthening collaboration between the Europeana Initiative’s three pillars (EF, EAF, ENA) but also between and across its 3,500+ members. Mining our Network more actively and deeply through improved communication and more interactive, participatory approaches is a vital part of that. Capacity building is another focal point, both from the perspective of each of our members (how can we offer exactly those tools, skills and services needed by our stakeholders?) and from the perspective of the Initiative (how can Europeana leverage on the immense expertise present in the Network?).

Let’s be energetic, determined and earnest, but also self-critical: having strategic priorities and clear-cut plans does not mean that a faultless roadmap is

now at hand. Despite the fact that we are working alongside the Europeana Foundation on breaking down the tender into an implementation plan, while also consulting our Network at occasions such as the Annual General Meeting, we still will be facing some unknowns and uncertainties, or might have to revise strategies according to lessons learnt.

As our gaze should already zoom in on next year's horizon and the priority themes and objectives set out in the tender, we shouldn't lose sight of what's right here and right now: a Network of immense value to the Europeana Initiative and the cultural heritage sector at large. Professionalism and peership are an important part of that, but no less vital are the passion and dedication we have for what we do: transforming the world with culture.

With the data space, that world now has a new digital basis. It presents a unique opportunity for ENA to contribute to making that space safe and exciting, welcoming and open, state-of-the-art in terms of data quality, strategy and methodology, and - perhaps most importantly - vibrant and relevant. The common European data space for cultural heritage should be the go-to place for high-end content, reflecting cultural heritage in all its richness and diversity, but also for the tools, services, skills and knowledge that make the sector tick. Throughout the priorities, activities and events listed in the present document, we aim to fulfil these aspirations while never compromising on our ambitions.

Sofie Taes
Vice-Chair of the Europeana Network Association

1. THREE KEY THEMES FOR DISCUSSIONS AND ACTIONS

Our current strategic priorities can be defined as:

- Supporting capacity building and digital transformation in cultural heritage institutions;
- Harnessing the potential of (individual) ENA members;
- Diversity and inclusion (D&I);
- Collaboration with Europeana Foundation, Europeana Aggregators' Forum and wider networks ;
- Transparency, accountability and democracy;
- Funding and payments;
- ENA mechanisms.

Taking into account the ongoing work on connecting these priorities to objectives and commitments expressed in the tender/the implementation plan, we expect ENA discussions and efforts in 2023 to particularly revolve around the following three themes:

A new mode of conversation

Next to established channels and communication means, a new challenge lies ahead in 2023: the investigation and implementation with EF and EAF of a community collaboration tool for increased engagement and collaboration. We envisage this tool not only to enhance our insights into the fabric of our Network, but also to activate cross-network and cross-initiative interactions, improve co-governance methodologies and allow for proactive and participatory involvement of members in all matters Europeana. EF will investigate and implement this community collaboration tool with involvement of and input by ENA.

Increased efforts towards capacity building

Across the three Europeana pillars, the deployment of the data space will coincide with substantial efforts towards strengthening capacity building activities and offerings. In the autumn of 2022, a new Capacity Building Working Group will be launched and the Capacity Building Framework refined. 2023 will see the refinement and finalisation of the Framework, projecting the intended holistic approach to capacity building as a service to Europeana stakeholders. The eventual aim is to maximize stakeholders' agency and ownership in all matters digital while increasing the Initiative's capital in terms of knowledge and skills. This action will be of particular importance when it comes to exchanging knowledge among peers about the creation, publication and reusability of high quality data - a key commitment expressed in the tender.

National (re)presentation of Europeana

While continuing to help foster diversity and inclusion within and beyond the Network, widening the geographic, sectoral and societal scope of the Initiative, in 2023 ENA proposes to initiate a reflection process on how to improve Europeana's representation on a member state level. National policy makers are an important stakeholder group for the data space, and as the conversation about its scope and implementation are unfolding, we believe that engagement of, and alignment with, the strategies of member states is important. This could involve organised advocacy towards national governance bodies, a piloting effort on national advocacy/action groups among ENA members, or the investigation of ways in which ENA and EAF could combine efforts to raise awareness of and promote involvement with Europeana with their country's heritage professionals and policy makers. As this line of thinking could also increase the level of engagement of ENA members, such an exploration would be entirely in line with ENA's strategic priorities.

2. PRIORITY ACTIONS FOR ENA IN 2023

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 2023, with the following actions and aims:

Strategy development

- continuing to develop, refine and deliver [ENA's strategy](#), in the context of the overall [Europeana strategy](#) and its wider context, such as the Green Deal and climate action, New European Bauhaus and the common European data space for cultural heritage.
- > *Expected result 2023: Updated Strategic Plan of ENA*

- defining what digital transformation means for ENA members, and how Europeana can contribute to building their capacity, more clearly.

> *Expected result 2023: Contribution to the Initiative's actions in the realm of capacity building*

Sculpting the network

- extending the Network in terms of numbers and diversity, especially with a view to young members (for which the recommendations of the New Professionals Task Force provide a point of departure) and underrepresented stakeholder groups

> *Expected result 2023: Increased membership, growing diversification, improved representation of young ENA members*

- identifying and assessing new sectors potentially of interest to the Network - and vice versa - particularly with a view to adjoining data spaces
- > *Expected result 2023: Contribution to EF's investigation into connections with data spaces for media and tourism.*
- activating the Network in terms of participation in discussions, activities, events, communities, working groups, and task forces
- > *Expected result 2023: Contribution to EF's actions on capacity building in event management; contribution to EF's exploration of a community collaboration tool*
- encouraging and supporting diversity, inclusion and openness within and beyond the Network
- > *Expected result 2023: Contribution to an improved cooperation model for Europeana; continued activities of the Governance and Membership Working Groups*

Working with the network

- mining the network to unearth expertise that could potentially benefit Europeana and its network of stakeholders
- > *Expected result 2023: Having contributed to EF's 'Approach to identifying, cataloguing and sharing professional expertise'*
- empowering the Network to foster new synergies and build capacity through action and interaction, exploring avenues such as buddying, mentoring, fellowships
- > *Expected result 2023: Having contributed to EF's 'Model for enhancing knowledge transfer of professional expertise'*
- building capacity with and for the Network through training, events and interaction programmes, including addressing the use of tools and services provided by the common European data space for cultural heritage
- > *Expected result 2023: Having contributed to EF's development of a framework for capacity building*

- strengthening communication with the Network to ensure more transparency, participation and democracy
- > *Expected result 2023: Contribution to EF's efforts in investigating a community collaboration tool, improved CRM and new models for cooperation*
- reinforcing and making more explicit the value proposition of the ENA, improving the 'customer journey' and offering a rewarding Network experience
- > *Expected result 2023: Revised onboarding strategy; improved Membership Satisfaction; revised priorities and key messages visible on Pro and/or other relevant (Europeana) channels*

3. ORGANISATION OF WORK

In-keeping with established practices while also taking into account the new digital reality presented by the emerging data space, the activities of ENA in 2023 will be organised as follows:

ENA Members Council

The [Members Council](#), a body of 36 elected ENA representatives, will aim to actively help the Europeana Initiative implement its strategy, support the digital transformation of the cultural heritage sector and the deployment of the data space.

Councillors will evaluate and steer the activities of the communities, Task Forces and Working Groups, ensuring their progress as well as the state of ENA governance and budget. Councillors will also engage in activities supporting and expanding ENA's communications efforts.

The Council will meet three times to discuss ENA's priorities and progress towards the Europeana Strategy in line with activities of the [Europeana Foundation](#) and [Europeana Aggregators' Forum](#). In 2023, elections will result in 10 new or re-elected members joining the Council.

ENA Management Board

The current [Management Board](#) (elected in January 2022) will continue to lead the development of the ENA's strategic vision and oversee ENA governance, policies, budget and membership provisions. They 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. In liaising with the other two pillars of the Europeana Initiative (EF, EAF), the Management Board continuously invests in strengthening

collaborations and improving governance towards genuine co-decision making.

The Board will continue to meet monthly online and to communicate regularly beyond that through in-person meetings, mails and Basecamp messages as well as its dedicated WhatsApp group.

ENA Secretariat

The ENA Secretariat, run by [Zuzana Malicherova](#) 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 the 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.

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 2023 work plans, including [Task Force](#) activities. The progress of these work plans will be monitored by the community Steering Groups, the Management Board and the Members Council.

With a view to the new digital reality presented by the data space, ENA will collaborate with EF to examine how the vital contributions of these groups can be optimally supported and enhanced by the Initiative.

ENA Membership

Active engagement and empowerment of [ENA members](#) will, more than ever, be our key priority. In 2023, we will keep focusing our efforts to expand the ENA by attracting professionals from various backgrounds working in areas related to cultural heritage, while keeping the existing network

engaged and active. We will actively seek to increase engagement with young audiences and hitherto underrepresented regions and communities.

In terms of numbers we expect to start 2023 with up to 4,000 members. Based on the trend we have seen in 2022, we hope to gain between 50 and 80 new members every month, which should see overall membership increase by around 750 members by the end of the year.

New members will be 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. A [Membership Working Group](#) was established in 2021 and has a central role in assessing and implementing the recommendations of the [New Professionals Task Force](#). All the ENA Working Groups will report on their progress at Members Council meetings, including the General Assembly. A new cross-initiative Capacity Building Working Group, launched in autumn 2022, will commence its activities and develop the Capacity Building Framework.

ENA General Assembly

Our members will have the opportunity to come together at the ENA General Assembly, most likely in November 2023. 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 2023 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 2023, we will highlight the work of ENA communities through [Europeana Pro news](#) and continue with the dedicated series '[Professionals in Focus](#)' to profile Members Councillors. ENA will continue to work with the EF on the presentation of ENA on Pro, and to make information about ENA more easily accessible.

We will continue to send out a monthly [Network Newsletter](#) to subscribed ENA members. It will be endorsed each month by the Members Council with different Councillors taking their turn as Editor-in-Chief. The Europeana [LinkedIn Group](#) (6,166 members as of October 2021) will continue to provide a discussion forum for ENA members.

We will also promote our communication efforts and dedicated campaigns on Twitter using ENA hashtags. [#AllezCulture](#) shows support for digital culture and the cultural heritage sector and can be used to promote digital culture in action or as a

rallying call. The hashtag [#EuropeanaCommunities](#) brings the ENA, its specialist communities and other Europeana-related networks together.

Next to these established paths, the abovementioned community collaboration tool will increase engagement and collaboration between ENA (and communities), and EAF members.

Cross-Initiative cooperation

The implementation of the tender will include an investigation into optimising collaboration among the three pillars of the Initiative. In parallel, representatives of EF, ENA, and EAF will 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. As a result of intensified cooperation, we aim at jointly exploring in 2023 the idea of establishing cross-initiative, cross-sectoral member state advocacy groups (see above) to foster and strengthen support for Europeana on a national level.

4. OVERVIEW OF ACTIVITIES AND EVENTS PER QUARTER

Q1: January to March 2023

Communities: Task Forces and work plans approval

Following an open call for and approval of Task Forces in October - December 2022, the communities will have until January 2023 to estimate their budget requirements and finalise and publish their work plans for the year.

Members Council meeting

The first meeting of the Members Council will take place in March 2023 with a focus on discussing issues of strategic importance for ENA within the Europeana Initiative, and setting up governance and projecting activities for the coming year.

ENA strategy update

The ENA strategy will receive its annual update in time for ratification to be requested at the March Members Council meeting.

Q2: April to June 2023

Task Force and Community Steering Group meetings

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

Q3: July to September 2023

Members Council meeting

In early July 2023, 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.

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 2023 elections and voting preparations

In August 2023, the Governance Working Group will nominate the annual Elections and Voting Committee, which will start preparing the 2023 voting and elections process. A communications

plan and timeline will be drawn up in collaboration with the ENA Secretariat. Various announcements around the voting and elections campaign process, championed by the Chair of the Committee, will be featured on Europeana Pro news and on social media.

Start of the 2023 General Assembly preparations

In September 2023, the Management Board, in collaboration with the Elections and Voting Committee and the ENA Secretariat, will begin the preparatory process for the 2023 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 2023

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 November/December 2023. Once reviewed, the Task Force chairs will be asked to promote their outcomes through Europeana Pro news, Network newsletter and social media channels.

Members Council meeting, Annual Europeana Conference and General Assembly

In November 2023, the ENA Secretariat will organise the third Members Council meeting of the year, as well as the General Assembly meeting. At the

General Assembly, ENA members will formally approve the annual ENA documents and launch the 2023 elections and voting process. The events will be promoted via Europeana Pro as well as through dedicated email campaigns, the Network Newsletter, LinkedIn and Twitter.

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 2023 Members Council elections and voting

The voting and elections 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 main campaign milestones will be:

- call for candidates (September)
- announcement of candidates (October)
- launch of campaign (November)
- gathering and analysing votes (November)
- announcement of voting results (December)

The results of the voting process will be communicated through Europeana Pro news, dedicated email campaigns, the Network Newsletter, LinkedIn and Twitter. We will also engage the networks of our MCs, our members, our communities as well as the other Europeana pillars to support the distribution of the results, making the Councillors more 'visible' and strengthening their role as ambassadors of the Initiative.

Our colourful, numerous and active Network is a tremendous asset.

Thank you so much for being part of it!



 pro.europeana.eu

 @EuropeanaEU



Funded by
the European Union