Report establishing a coherent monitoring framework for measuring the progress of the digital cultural ecosystem in Flanders

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Report for
Ministry of Culture, Youth, Sports, and Media Department of Culture, Youth, and Media

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In collaboration with
IDEA Consult

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Introduction

Context and background

The Department of Culture, Youth, and Media (DCJM) aims to stimulate and accelerate the digital transformation of the cultural sector. For this purpose, the Digital Transformation Culture program office has been established, which is a collaborative model that includes DCJM, as well as Digitaal Vlaanderen, meemoo, Cultuurconnect, and publiq. Together with these partners, through the vision paper, "Towards a Resilient Cultural Sector in Digital Times"[1] (2022) and the Digital Transformation Culture program, which will be renewed at time of writing of this report based on the "Draft Program Digital Transformation of the Cultural Sector 2025-2029"[2], concrete objectives and a first coherent strategic content framework for a joint approach to achieve a digital cultural ecosystem in Flanders was put in place. Since then, the partners of the Digital Transformation Culture program office have established or started several activities and actions to stimulate the digital transformation of the cultural sector.

Within this context, this report is the result of a project led by VUB-SMIT in collaboration with IDEA Consult which had the goal to support DCJM to systematically monitor the impact of the Digital Transformation Culture program, to follow developments, and assess the effects.

The importance of monitoring and evaluating digital transformation efforts cannot be overstated. Monitoring allows for the identification of best practices, the measurement of progress against set objectives, and the timely adjustment of strategies to better meet the sector's needs. Evaluation ensures that resources are being used efficiently and that the intended outcomes are being achieved.

This report is the deliverable of this project, which focusses on two main components:

- Establishing a framework to measure and evaluate the impact of the Digital Transformation Culture program;

- Providing guidelines and recommendations for future data gathering methods and implementation of the framework into the program.

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[1] https://www.vlaanderen.be/cjm/sites/default/files/2022-12/VR%202022%202312%20DOC.1582-2BIS%20Visienota%20digitalisering%20cultuursector%20-%20bijlage.pdf
[2] https://www.vlaanderen.be/cjm/sites/default/files/2024-05/Transversaal-ontwerpprogramma-digitale-transformatie-20240411.pdf

Project approach

The findings presented in this report are based on extensive desk research and insights gathered from the advisory board, composed of stakeholders of the Digital Transformation Culture program and a consultation phase of the wider cultural sector. The following research steps were taken:

1. **Desk research:** In the first phase, the project process involved a thorough review of existing literature, frameworks, and metrics related to digital transformation and the cultural sector.

2. **Stakeholder consultation of the Digital Transformation Culture program:** The initial findings of the desk research were presented to the stakeholders of the Digital Transformation Culture program and feedback was gathered through workshops. Additionally, 1-2-1 meetings were organised to further validate the feedback. The insights provided valuable context and validation for our findings.

3. **Stakeholder consultation of the wider cultural sector:** The findings and developed preliminary framework was finally presented to a wider group of stakeholders in a workshop to gather final feedback along with feedback from the stakeholders of the Digital Transformation Culture program to finalise the framework.

A full list of participants of the consultation phase and the stakeholder group can be found in the Annex.

Structure of the report

This report is structured to guide the reader through the comprehensive analysis conducted in the project. The main sections of the report are as follows:

1. **Introduction**: Sets the context and background as well as outlines the approach of the project.

2. **Guide to reading the report and underlying concepts**: Establishes definitions for key terminologies and concepts as well as approaches applied in the study.

3. **Framework**: Presents the framework and the key indicators and metrics as well as recommendations for data gathering methodologies (including identified gaps) for the monitoring and evaluation framework.

4. **Conclusion**: Briefly summarizes the findings and recommendations for the future steps for implementing the framework.

Guide to reading the report and underlying concepts

Understanding the Digital Transformation Culture program

In order to establish a framework to measure the impact of the Digital Transformation Culture program, it is essential to understand the program first. The "Draft Program Digital Transformation of the Cultural Sector 2025-2029"[3], which is based on the vision paper, "Towards a Resilient Cultural Sector in Digital Times"[4] (2022) outlines the most recent strategic program for the digital transformation of Flanders' cultural sector.

The program outlines strategic goals (SDs), which are refined into (ODs) operational objectives, supported by possible identified projects that highlight benefits for cultural actors, the government, and cultural participants. The program identifies essential needs to meet these goals, with projects as concrete actions. It emphasizes collaboration, data standardization, and maximizing contributions to the cultural digital ecosystem, without detailing responsible organizations at this stage.

The underlying SDs and ODs were identified as the underlying structure for the framework developed in this project:

SD1: Widening and deepening cultural participation
OD1.1. Understanding your audience
OD1.2. Tailored communication
OD1.3. Reducing barriers to participation
OD1.4. Unlocking digital content
SD2: Creating a treasury of digital content
OD2.1. Supporting Creators of New Digital Content
OD2.2. Digitizing analogue content
OD2.3. Improving the usability and discoverability of digital content
OD2.4. Preserving content for eternity
SD3: Building digital connections between cultural organizations and other sectors
OD3.1. Developing an ecosystem
OD3.2. Relieving cultural organizations in supportive processes
SD4: Continuous renewal through experimentation and learning
OD4.1. Developing a layered and sector-wide learning offering
OD4.2. Creating a framework and toolkit for sustaining digital innovation

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[3] https://www.vlaanderen.be/cjm/sites/default/files/2024-05/Transversaal-ontwerpprogramma-digitale-transformatie-20240411.pdf

[4] https://www.vlaanderen.be/cjm/sites/default/files/2022-12/VR%202022%202312%20DOC.1582-2BIS%20Visienota%20digitalisering%20cultuursector%20-%20bijlage.pdf

Defining and establishing key terminologies is also crucial when creating a novel framework for evaluating and monitoring the digital transformation of the cultural sector. This process ensures that all stakeholders share a common understanding, which is essential for clear communication and effective collaboration. Without a standardized set of definitions, discussions can become ambiguous, leading to potential misinterpretations and misalignments in objectives. Moreover, having clearly defined terms facilitates more precise and consistent data collection, analysis, and reporting, which is vital for assessing progress and making informed decisions throughout the transformation process.

Based on desk research and consultations with the stakeholders of the project as well as the "Draft Program Digital Transformation of the Cultural Sector 2025-2029", the following key terminologies that are applied in the framework are defined:

Key Terms related to the Digital Cultural Transformation program	
Cultural sector	By the cultural sector we mean all individual cultural producers and organizations undertaking cultural activities in various subsectors (arts, cultural heritage, socio-cultural work, circus, amateur arts, (supra)local cultural policy, libraries, cultural centres and media).
Digital transformation	Digital transformation is the comprehensive integration of digital technologies into the cultural sector to enhance infrastructure, innovation, inclusion, and sustainability. This process involves for example upgrading digital platforms and fostering collaboration, improving accessibility, and ensuring developments meet sector-wide needs. The aim is to transform how culture is preserved, accessed, and experienced, ensuring the cultural sector can adapt to digital advancements.
(Digital) cultural participation	Involves individuals and groups engaging with cultural activities. Digital participation refers specifically to how individuals engage with these experiences through digital means (e.g. virtual exhibitions or streaming) and to broaden access to cultural content by leveraging technology to reach wider and more diverse audiences.
Digital content	Refers to any content that exists in the form of digital data.
Collaboration and ecosystem approach	Collaboration refers to the joint efforts of cultural organizations, individual artists, tech companies, and governmental bodies to work towards shared digital transformation goals. It involves pooling resources (e.g. by creating shared services), expertise, and creating partnerships that drive innovation and inclusivity. The ecosystem approach builds on this collaboration by ensuring that projects and initiatives are interconnected, integrating smoothly into existing digital frameworks. A cohesive digital cultural ecosystem fosters mutual support, innovation, and growth across the sector, involving both core players and specialized organizations. l

Digital experimentation and innovation	This refers to the process of testing and adopting digital technologies in order to create new or modify existing products, services, operations, business models, as well as new or improved creative, artistic, digital and other skills.
Key Terms related to Monitoring and Evaluation Framework	
Monitoring and evaluation framework	This framework aims to support tracking the progress and effectiveness of the program on the digital transformation of the cultural sector. It aims to ensure that projects align with strategic goals and contribute to the broader digital cultural ecosystem. Monitoring involves continuous tracking of project implementation, evaluating whether projects meet predefined milestones and objectives. Evaluation is conducted periodically to assess the impact of these projects, with feedback loops allowing for adjustments to improve efficiency and address challenges.
(Key Performance) Indicators (KPIs)	These are specific, measurable values used to track the performance and progress of the program towards its goals. KPIs are essential for assessing whether the program's projects are delivering the desired outcomes.

Next to these key terminologies, we outline in the following sub-chapters in more detail the key concepts applied in this project.

Theory of change as foundation for the framework

The Theory of Change (ToC) is a conceptual approach used to describe narratively how and why a desired change is expected to happen in a particular context. It provides a comprehensive framework that can map out the causal pathways linking the inputs, activities, and outputs of a program or intervention to its intended outcomes and long-term impacts. The ToC is applied for articulating the underlying assumptions that support them, thus providing a clear rationale. In the context of this project, the ToC approach plays a critical role as it enables the narrative for the impact that the Digital Transformation Culture program that is created through the monitoring and evaluating framework. It furthermore supports the creation of a robust monitoring and evaluation framework in several ways:

- The ToC offers a **strategic and structured approach** to planning and implementing initiatives. By laying out clear descriptions of the key steps and processes that lead to the desired outcomes, it helps policymakers and program stakeholders clearly articulate strategies and goals. This alignment is crucial for the effective allocation of resources and the prioritization of activities that are most likely to achieve the intended impact. A well-defined ToC helps in clarifying the strategic intent of an intervention, making it easier to design coherent and impactful programs.

- Furthermore, the ToC allows for **assumption testing and risk management**. A critical aspect of the ToC is its focus on making the assumptions that underlie the causal relationships in a program explicit, which can be solidified through indicators in the monitoring and evaluation framework. These assumptions might include factors such as the availability of resources, the behaviour of stakeholders, or the external environment. By articulating these assumptions, the ToC allows for testing and validation, which is essential for identifying potential risks and mitigating them before they can undermine the program.

- One of the key strengths of the ToC is its **flexibility and adaptability**. As the program or policy intervention unfolds, new information may emerge, requiring adjustments to the original plan. The ToC framework facilitates this adaptive management by providing a clear structure within which changes can be made while still maintaining a focus on the ultimate goals of the intervention. This iterative process of learning and adaptation is crucial for responding to dynamic and often unpredictable environments.

Applying a Theory of Change to the digital transformation of the cultural sector in Flanders is particularly relevant due to the complex and multi-dimensional nature of the changes involved. By articulating the assumptions, strategies, and expected outcomes, the ToC provides a clear and coherent structure for the here-developed evaluation and monitoring framework.

While the ToC enables us to provide a detailed narrative of how and why a particular change is expected to occur, the Logic Model approach translates this narrative into a structured (visual) representation of the relationships between the resources required to operate a program, the activities planned, and the anticipated changes. The following main components of the Logic Model have been identified:

External factors	This refers to the conditions or variables that exist outside of the Digital Transformation Culture program but can significantly influence the intended impacts on the program. Understanding these external factors is crucial for accurately evaluating and monitoring the program and for adjusting the intervention strategy.
Impacts	These are the long-term "intended" changes or (potential) results that arise from the digital transformation efforts of the Digital Transformation Culture program. They reflect on the goals that are intended on a sector-level. Relations can be shown indirectly and through narratives (ToC) and through indications of effects through data.
Outcomes	Outcomes refer to the short- to medium-term effects of the outputs, reflecting the changes or improvements observed as a result of the program's activities. While outputs are immediate, outcomes are direct changes that are measurable and have occurred because of the generated outputs.
Outputs	Outputs refer to the immediate results generated from the implemented activities and can also depend on the inputs.
Activities	This encompasses the specific projects and actions undertaken within the Digital Transformation Culture program to promote digital transformation within the cultural sector. The activities depend directly on the inputs and can include activities done by the partners of the program and DCJM.
Inputs	Inputs represent the resources, including budgets, personnel, policies and tools / frameworks provided to the Digital Transformation Culture program and its stakeholders. The inputs reflect the commitment and strategy of the Flemish Government and DCJM to the Digital Transformation Culture program.

Each of these Logic Model blocks here presented build the basis for the below framework that highlights the indicators and factors identified across them.

Monitoring and evaluation framework

Key assumptions in developing the framework

The development of an effective monitoring and evaluation framework for the Digital Transformation Culture program relies on several critical assumptions that shape its methodology and design. These assumptions are based on the insights gathered in the project (see approach above), and the key concepts and foundational frameworks presented above such as the Theory of Change (ToC) and the Logic Model. The framework is visualised below and is based on the following key assumptions:

- **Draft program structure**

The here presented framework is based on the draft program to make the framework applicable and implementable within the program 2025-2029. It should be noted that the here presented framework does not intend to evaluate the program logic that was established in the draft program. It rather builds on the logic implemented in the draft program, which is translated into the Logic Model with the strategic goals (SD) describing the impact, the operational objectives (ODs) describing the outcomes, and the different projects outlining the input, activities and direct output.

- **Levels of the framework**

The framework is based on two levels including sector level (SDs) and program level (ODs and projects) analysis. On the one hand, through the sector level, the focus is on monitoring the development of digital transformation of the cultural sector. The aim is to provide through the framework on this level a structured way to monitor sector-wide statistics and factors that are relevant for the strategy of the program. On the other hand, through the program level, the focus is on monitoring the program progress. This includes analysis and indicators relevant for the projects and activities done within the program. The two levels are described in more detail below.

- **Direct and indirect effects (evaluating impacts)**

Finally, the two levels of the framework also highlight different relationships of direct and indirect effects within the framework. One key assumption is that while the framework offers possibilities to capture impacts of the program, there are also indirect effects that can only be reported based on assumptions. The digital transformation of the cultural sector is influenced by external forces such as advancements in technology, audience behaviour, and regional developments outside the program's scope. Additionally, impacts of activities might only show over a longer period of time, which are more difficult to track. Therefore, the framework must acknowledge that not all changes in the sector can be directly attributed to program interventions. However, the framework will also offer indicators of effects that have taken place and support assumptions for evaluating the impact.
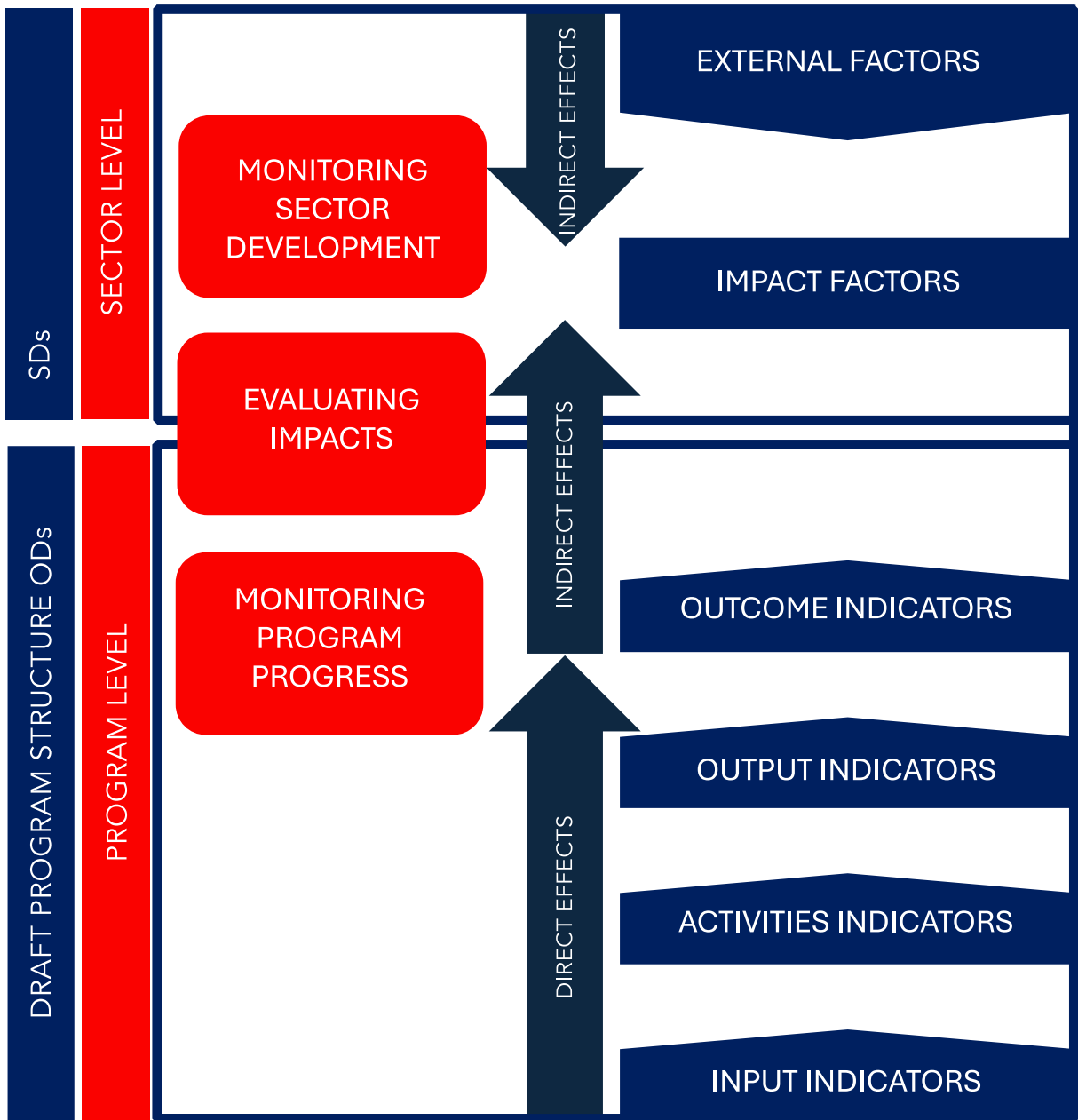
Identifying factors and indicators for monitoring sector development and programme progress

Identifying relevant indicators and factors is a pivotal step in developing a robust monitoring and evaluation framework for the Digital Transformation Culture program. These indicators serve as measurable benchmarks that allow us to assess progress, understand impacts, and make informed decisions. Our selection of indicators and factors was significantly informed by input gathered from workshops conducted with sector stakeholders and the steering group. The following considerations have been taken into account for identifying the factors and indicators that are outlined in the following tables:

- The indicators and factors outlined in the following tables are structured based on the **Logic Model approach**. Specifically, we have utilized the strategic goals (SDs) as the foundation for identifying factors related to impact and external influences on the sector. Conversely, the operational objectives (ODs) are employed to pinpoint indicators for activities, outputs, and outcomes of the program. This alignment ensures that we can effectively monitor both the immediate actions taken and their subsequent effects within the program.

- In focusing on **measurable and meaningful indicators**, we deliberately limited our selection to factors that are both significant to the program's goals and feasible to quantify. This approach avoids overcomplicating the framework with impractical metrics and instead emphasizes data that can provide clear, actionable insights. For the external and impact factors, we relied on sector-wide data, providing clear definitions. This comprehensive perspective allows us to account for broader trends and external variables that may affect the program's impact. It's important to note that the indicators for the program are currently based on the draft version of the Digital Transformation Culture program. As the final program is still under development, these indicators are presented in a preliminary form. They need to be refined and more precisely defined once the program details are finalized (see more on this in the conclusion).

- Additionally, it is important to recognize that all indicators and factors presented are suggestions and should be **continuously reviewed and revised** by DCJM. As the program evolves, and external conditions change — including shifts in data availability — factors and indicators may need to be added or removed. This iterative approach ensures that the framework remains relevant and effective. We discuss this need for ongoing assessment in more detail in the sections below.

TABLE: SUGGESTED IMPACT AND EXTERNAL FACTORS

Strategic Goals	ID	EXTERNAL FACTOR	Definition and ToC
External factors can have an indirect impact across all SD levels	EX-1	Economic conditions	Economic conditions encompass the overall state of the economy in which cultural organizations and cultural participants to some degree operate, including factors like GDP growth, employment rates, inflation, and consumer spending. These conditions affect external factors such as funding availability, audience disposable income, and sponsorship opportunities, which can indirectly affect the impact of the program. Analysing economic conditions helps cultural organizations understand external influences on their operations. Monitoring these factors over time allows the program to assess how economic shifts impact digital transformation efforts and supports strategic planning to adapt to changing economic landscapes.
	EX-2	Political environment and regulatory frameworks	The political environment and regulatory frameworks encompass government policies, laws, and regulations that affect cultural organizations' operations and digital initiatives for cultural participants. This includes for example legislation on digital rights, funding policies, and cultural sector regulations. By monitoring these regulatory frameworks, cultural organizations can understand external influences on their digital transformation efforts. Analysing shifts in policies over time allows the program to assess potential impacts and adapt strategies accordingly, ensuring alignment with current regulations and leveraging opportunities presented by new policies.
	EX-3	Digital infrastructure	Digital infrastructure refers to the foundational technological systems and services that enable digital activities, including internet connectivity, broadband access, devices, data centres, and digital platforms. For cultural organizations, robust digital infrastructure is essential for delivering digital content and implementing digital transformation initiatives. Equally important is the digital infrastructure available to participants; audiences need access to the internet and suitable devices to engage with digital cultural offerings. Analysing the state of digital infrastructure for both providers and participants helps understand external factors affecting digital engagement. Monitoring these developments over time allows the program to assess potential barriers or enablers for digital initiatives, guiding strategies to enhance digital accessibility and participation.
	EX-4	(Global) Trends and audience preferences	(Global) trends and audience preferences encompass wider developments that influence how cultural organizations operate and what audiences prefer in terms of cultural participation. On the one hand, relevant trends can be local or global and include external factors such as demographic, economic, sociocultural, technological (e.g. AI, VR, AR, Blockchain), ecological and political/legal trends (see for example the DESTEP Analysis Framework[5]). Especially technological trends are highly relevant for the development of the digitization of the cultural sector. On the other hand, audience preferences reflect the evolving tastes, interests, and expectations of the public regarding cultural offerings and experiences. These preferences encompass genres, themes, formats, and methods of interaction, particularly within digital contexts. Understanding these preferences is critical for crafting a successful program and cultural content that resonate with diverse audiences, foster engagement, and encourage participation. By closely monitoring trends such as technological advancements and audience preferences, the program can refine its strategies to incorporate innovative tools and address the needs of its audiences effectively.

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[5] See e.g. https://marcommodels.com/destep-analysis-understanding-the-external-environment-of-your-business/

		IMPACT FACTOR	
SD 1: Widening and deepening cultural participation	IM-SD1.1	Level of cultural participation	Measuring the level of cultural participation provides insights into the overall reach and engagement with cultural offerings and activities. High engagement levels indicate successful digital initiatives, while low engagement may highlight areas needing improvement. Monitoring this factor supports the assessment of the program's indirect impact on increasing cultural engagement through digital transformation.
	IM-SD1.2	Level of digital cultural participation	Measuring the level of digital cultural participation provides insights into how audiences engage with cultural offerings through digital platforms. This includes for example participation in online events, virtual exhibitions, streaming services, and interaction with digital content. High engagement levels indicate successful digital initiatives, while lower engagement may highlight areas needing improvement. Analysing digital cultural participation over time helps identify trends and preferences, guiding the development of future digital projects. Monitoring this factor supports assessing the program's impact on enhancing digital access and engagement within the cultural sector.
	IM-SD1.3	Diversity of participants	Diversity of participants refers to the range of different demographic and socio-economic groups engaging with cultural activities, including digital platforms. This includes for example diversity in age, gender, ethnicity, socio-economic status, and geographic location. Measuring participant diversity helps assess how inclusive and accessible cultural offerings are. Analysing diversity over time can reveal trends and identify underrepresented groups, guiding strategies to broaden participation. Monitoring this factor supports the program's goal of widening and deepening cultural engagement across diverse audiences through digital transformation.
	IM-SD1.4	Intensity of cultural participation	Intensity of cultural participation refers to the depth and frequency of individuals' engagement with cultural activities. This includes for example pre- and post-visit activities, repeat attendance, and participation in follow-up events. Deepening participation is about individuals engaging in additional ways beyond initial involvement, which could be measured by the number of returning visits or diverse types of engagement. Analysing the intensity of participation helps understand how cultural experiences influence participants over time. Incorporating a new understanding of the different value of culture, like individual, economic, social value etc. can offer further understanding of this deepening aspect.
SD 2: Creating a treasury of digital content	IM-SD2.1	Level of digital content offers	The level of digital content offerings refers to the quantity of digital cultural content made available by organizations. This includes for example the number of digitized items, online exhibitions, virtual performances, and other digital materials accessible to the public. This factor helps assess how extensively organizations are producing and sharing digital content. Analysing the level of digital content over time allows the program to gauge progress in expanding the digital cultural ecosystem and supports strategies to increase accessibility through a greater abundance of digital resources.
	IM-SD2.2	Quality and diversity of digital content offers	The quality and diversity of content offerings refer to the calibre, variety, and preservation of digital cultural content provided by organizations. Quality pertains to the richness, authenticity, and user experience of the content, while diversity covers a broad range of genres, formats, and cultural expressions. Beyond the availability of content, it is crucial to ensure that content is properly collected, preserved, and safeguarded to maintain its long-term accessibility and value. Measuring these factors helps assess how organizations cater to different audience interests, uphold high standards in their digital offerings, and ensure sustainable management of cultural assets. Analysing these aspects over time allows the program to identify strengths and areas for improvement, guiding strategies to enrich the digital cultural landscape with high-quality, diverse, and well-preserved content.
	IM-SD2.3	Access and engagement with digital content offers	Access and engagement with digital content offerings refer to the extent to which audiences can reach and interact with the digital cultural content provided by organizations. This includes metrics like the number of visitors to digital platforms, time spent on digital content, and levels of interaction. Measuring access and engagement helps assess the effectiveness of digital initiatives in reaching

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			and resonating with audiences. Over time, analysing these factors provides insights into user behaviour, uncovers barriers to access, and informs strategies to optimize and expand audience engagement with digital cultural offerings.
SD 3: Building digital connections between cultural organizations and other sectors	IM-SD3.1	Level of collaboration in cultural sector and beyond (including cultural participation across sectors)	The level of collaboration refers to the extent, quality, and impact of partnerships and cooperative initiatives between cultural organizations and entities outside the cultural sector. This can include collaborations with sectors such as education, transportation, healthcare, and technology. A dimension of this indicator is measuring the level of cultural participation facilitated through such cross-sector collaborations. For example, tracking participation in cultural activities that occur in other sector settings provides valuable insights into how cultural offerings resonate in broader societal contexts. Similarly, partnerships with technology providers might bring cultural experiences to digital platforms, increasing participation among tech-savvy audiences. Monitoring the level of collaboration and its impact on cultural participation across sectors helps assess the broader impact of the program's efforts. Over time, this data can guide strategies to optimize partnerships, expand cultural engagement in diverse settings, and create new opportunities for audiences to connect with culture beyond traditional venues.
	IM-SD3.2	Level of augmentation in quality and efficiency of internal processes and offered services through collaboration	The level of augmentation in quality and efficiency of internal processes and offered services through collaboration refers to the improvements achieved in an organization's operations and service leading to cultural participation and by partnering with others. This includes enhancements in workflows, cost reductions, innovation in services, and increased performance resulting from collaborative efforts. Analysing these improvements helps organizations understand the benefits of working together. Monitoring this factor over time allows the program to assess how collaboration contributes to digital transformation by optimizing internal processes and enriching service offerings.
SD 4: Continuous renewal through experimentation and learning	IM-SD4.1	Level of digital maturity of cultural organisations	Digital maturity (also often referred to as digital intensity) refers to a cultural organization's ability to effectively leverage digital technologies, processes, and strategies to achieve its goals — such as engaging target audiences and developing digital offerings. It can measure the extent to which digital tools are integrated into their operations. Digital maturity and similar measures are applied in various sectors to identify growth opportunities and capacity-building needs. Analysing the digital maturity of cultural organizations helps assess the indirect impact of the program over time and supports the creation of narratives around digital transformation progress.
	IM-SD4.2	Level of digital experimentation and innovation	The level of digital experimentation and innovation refers to the extent to which cultural organizations are engaging in testing and adopting new digital technologies, creative practices, and innovative approaches. The level can be assessed through measuring for example innovation capabilities, R&D intensity and more. This includes for example measuring the extent of piloting emerging tools like AI, virtual reality, or interactive platforms, and exploring novel methods for content creation and audience engagement. Measuring this factor helps assess the sector's adaptability and commitment to continuous renewal. Analysing digital experimentation over time allows the program to evaluate progress in fostering a culture of innovation, guiding strategies to support and enhance ongoing learning and experimentation within the cultural sector.
	IM-SD4.3	Level of impact of innovation activities	The level of impact of innovation activities refers to the measurable outcomes and benefits resulting from the implementation of innovative projects and initiatives within cultural organizations. This includes enhancements in audience engagement, operational efficiency, revenue generation, and the development of new services or products derived from innovation efforts. Analysing this factor helps organizations understand the effectiveness of their experimentation and learning endeavours. Monitoring the impact over time allows the program to evaluate how innovation contributes to continuous renewal, guiding strategies to foster impactful innovation across the cultural sector.

TABLE: OVERVIEW POTENTIAL PROGRAMME INDICATORS

The following table gives an overview of examples of various projects within the Draft Program Digital Transformation of the Cultural Sector 2025-2029. It should be noted, that the detailed Indicators depend on the realised program. There table here gives only first indications of potential ways of evaluating them in the future to show the extent of the various levels of output and outcome indicators.

OPERATIONAL OBJECTIVES	ACTIVITY-INDICATORS ACROSS PROJECTS A-OD1 – A-OD4	OUTPUT-INDICATORS OP-OD1 – OP-OD4	OUTCOME-INDICATORS OC-OD1 – OC-OD4
OD1.1. Understanding your audience	Developing a new universal backend for UiTiD	A new open-source or custom-developed backend	Extent to which backend costs and planning are more manageable
	Developing cultural profiles	Number of unique cultural profiles created	Extent to which offerings and audiences are better aligned through cultural profiles
	Further development of the UiTwisselingsplatform	Number of new functionalities in the platform	Improvement in services for users and administrators of the platform
	Developing the Audience Finder	More insights into cultural participation on a macro level	Extent to which the Audience Finder leads to efficient and impactful promotion strategies for offerings
OD1.2. Tailored communication	Adjusting central UiTPAS communication channels	Number of locally branded information channels	Extent of use and improved user experience of local information channels
	Setting up a direct communication center	Number of users and actions via the communication center	Number of people reached with personalized leisure communication
	Developing an email campaign tool for local governments	Number of local governments using the tool; number of campaigns via the tool	Number of people reached through the tool; number of cultural participations linked to campaigns
	Developing a new universal backend for customer management in digital libraries	Application development; number of libraries using the new backend	Extent of improved insights and interactions with end users
	Developing personalized user interfaces: further development of library websites and exploring a library app	Development of new functions for library websites and app; number of users of these features	Improved user experience for end users
OD1.3. Reducing barriers to participation	Inclusivity IT projects test	Number of projects participating in the e-inclusion test	Extent of increased accessibility for a wide range of users
	Developing a wallet	Number of wallet users; number of collective formulas developed	Improved user experience; enhanced accessibility to cultural offerings; easier participation for disadvantaged groups
	Establishing a unified discount platform for citizens in poverty through the integration of UiTPAS, Vrijuit, and Iedereen Verdient Vakantie	Number of discount platform users	Number of cultural participations at a reduced price

	Research into the development of a streaming platform for the cultural sector	Needs analysis, recommendations, and a validated concept of an open building block	Extent of improved understanding of streaming needs and functionalities of an open building block
OD1.4. Unlocking digital content	Offering (digital) content from libraries and performance venues in an educational context	Number of schools and educational organisations interacting with digital content.	Extent of insights into how libraries and venues can contribute to (digital) cultural experiences in education
	Coordinated, effective, and innovative heritage communication: Highlighting Flemish masterpieces	Pilot projects for masterpiece communications, recommendations for further rollout	Improved coordination and collaboration around heritage communication; increased reach
	Integration of the services and infrastructure of the Flemish Art Collection into meemoo's operations	Roadmap with investment plan and migration approach	Extent of integrated services, improved cost efficiency, and broader deployment of components
	Valorizing digital archive material	Number of pilot projects on valorization	Extent of increased expertise and accessibility of digital heritage
	Further development of the virtual museum	Number of new functionalities in the platform	Extent of broadening and increased reach
OD2.1. Supporting Creators of New Digital Content	Researching essential needs for digital art creation	Needs analysis and recommendations	Extent of improved insights into support needs for digital art creation
OD2.2. Digitizing analogue content	Digitization project: Old News for New Times	Number of digitized items; number of consultations	Extent of improved preservation and accessibility of analog heritage
	Digitization project: Making Flemish film classics available again	Number of digitized items; number of consultations	Extent of improved preservation and accessibility of analog heritage
	Digitization project: Hier zit Muziek in!	Number of digitized items; number of consultations	Extent of improved preservation and accessibility of analog heritage
OD2.3. Improving the usability and discoverability of digital content	Further development of the knowledge graph as a building block for sustainable metadata management	Improved building block for sustainable metadata management	Extent of better and richer metadata
	Optimizing processes by applying AI	Framework for selecting and implementing new services; number of improved processes available/quantity of generated metadata	Extent of improved operational processes
	Establishing a Flemish term network	Number of standardized shared term lists	Extent of improved information exchange
OD2.4. Preserving content for eternity	Setting up broader support for digital archiving	Number of different formats digitally archived by meemoo	Extent of broader support for digital archiving in the cultural sector
OD3.1. Developing an ecosystem	Developing a governance structure for an ecosystem with shared building blocks	Clear and widely supported governance model and role/task distribution	Extent of improved collaboration and synergy
	Developing a framework and tools for handling OSLO	Number of OSLO users	Extent of improved data interoperability
	Developing a production database	Number of productions entered; number of organizations using the database	Extent of more efficient data collection and dissemination
	Developing an actors database	Number of actors entered; numbers of organizations using the database	Extent of more efficient data collection and dissemination

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	Further development of Open Vlacc	Number of bibliographic descriptions entered; number of (unique) users of the database; number of participating libraries	Extent of more efficient data collection and dissemination
	Developing a values framework for the digital transformation of the cultural sector	Number of partners endorsing the values framework	Extent of increased awareness of ethical handling of data and digitization
OD3.2. Relieving cultural organizations in supportive processes	Further development of the library system	Substantiated and validated choice for the continuation of the library system; participation of libraries to the system; number of library colleagues with login; number of materials in the system; number of active subscriptions (number of loans, loan extensions, reservations)	Extent of improved services for involved actors
	Further development of Digital Podium	Further expanded components; number of organizations using the components	Extent of improved services for involved actors
	Further development of the Associations Portal	Number of new/improved features; number of associations and authorities connected	Extent of improved services for portal users
	Developing automatic reporting	Automatically generated, data-driven subsidy reporting	Extent of reduced administrative burden for cultural organizations
	Further development of the UiTPAS counter application	Number of improved features for end users	Extent of improved user-friendliness for involved actors
OD4.1. Developing a layered and sector-wide learning offering	Setting up a learning and innovation hub digital transformation for culture	Hub implementation, number of participants in learning programs	Better informed, inspired and trained cultural organizations in digital transformation
	Implement a framework for sustainable (digital) innovation.	Expansion of (financial) instruments and innovative spearhead programme around (digital) innovation in the cultural sector	Encouraged continuous digital innovation in the sector
	Develop a laboratory for sustainable interdisciplinary digital innovation.	Implementation of a laboratory; Number of innovative digital/hybrid products developed; number of actors involved in the laboratory	Increase in new innovations
	Setting up a local network for hybrid or digital creation	Number of affiliated production facilities	Extent of improved infrastructure and increased collaboration

The following section applies the above established monitoring and evaluation framework to specific projects outlined in the Digital Transformation Culture program draft. By using the logic model, each project is analysed across its inputs, activities, outputs, outcomes, and impacts, while considering potential external factors that may influence its success. This approach ensures a structured evaluation of the direct and indirect effects of each project, enabling a deeper understanding of their contributions to the overall program objectives.

The framework highlights the theory of change underpinning each project, connecting the resources and activities to their anticipated results and broader sectoral impacts. It also identifies relevant indicators for assessing progress, providing actionable insights for stakeholders to monitor performance and make data-driven decisions. The examples aim to show that it is relevant when identifying the idnicators at what stage a project is and show exemplary indicators across the whole logic model. Additionally, examples of impact narratives and ToC are given. The following example projects are presented:

STRATEGIC GOAL	OPERATIONAL OBJECTIVE	EXAMPLE PROJECT
SD 1: Widening and deepening cultural participation	OD1.1. Understanding your audience	3 Further development of the UiTwisselingsplatform
		4 Development of an audience finder (publieksvinder)
	OD1.3. Reducing barriers to participation	10 Designing an evaluation framework for inclusive IT projects
	OD1.4. Unlocking digital content	17 Valorizing digital archive material
		18 Further development of FAAM
SD 3: Building digital connections between cultural organizations and other sectors	OD3.1. Developing an ecosystem	28 Developing a framework and tools for handling OSLO
		29 Developing a production database
		32 Developing a values framework for the digital transformation of the cultural sector
	OD3.2. Relieving cultural organizations in supportive processes	34 Further development of Digital Podium
SD 4: Continuous renewal through experimentation and learning	OD4.1. Developing a layered and sector-wide learning offering	38 Establishment of a learning and innovation hub for digital transformation in culture

OD1.1. Understanding your audience: 3 Further development of the UiTwisselingsplatform	
ToC	**Description:** The UiTwisselingsplatform facilitates data aggregation and sharing across cultural activities, providing tools for organizations to generate and use insights effectively. Its focus on ease of use and robust data validation empowers less digitally mature organizations to participate, fostering a more inclusive cultural data ecosystem. By offering features like sandboxing, usage metrics, and enhanced security, the platform ensures scalability and reliability for broader use cases, supporting data-driven cultural policy-making.
Inputs	**Description:** Funding (€1,000,000–€3,000,000) allocated for further development of the UiTwisselingsplatform, technical expertise for platform enhancements (data metrics, sandboxing, validation), and stakeholder collaboration. **Indicators:** Amount of funding secured; number of engineers and domain experts engaged; partnerships established with cultural organizations and less digitally mature players.
Activities	**Description:** Expanding platform functionalities to optimize data product management (e.g., resource monitoring, version control), enhance data consumption (e.g., data validation, security upgrades), and improve tools for engineers (e.g., status pages). Includes user support for less digitally mature organizations. **Indicators:** Number of new functionalities added; frequency of system updates; number of training/support sessions conducted.
Outputs	**Description:** A more mature UiTwisselingsplatform offering secure, accessible, and validated data products. Improvements include detailed metrics on data usage, data quality, and enhanced security features for platform interactions. **Indicators:** Number of active users; percentage of data products with completeness and validation metrics; frequency of user-reported platform improvements.
Outcomes	**Description:** Improved data-sharing capabilities and accessibility, enabling both advanced and less digitally mature users to contribute to and benefit from data insights. Enhanced cultural policy-making through data-driven decisions and increased participation in data-driven projects. **Indicators:** Number of cultural organizations participating; quality of data-driven insights generated for policy reports.
Impacts	**Description:** Long-term sectoral transformation through increased adoption of data-driven approaches, enabling evidence-based cultural policy-making. Indirect impacts include the development of a more interconnected cultural ecosystem and greater inclusivity in cultural data contributions. **Indicators:** Increase in organizations' digital maturity levels
External	**Description:** Technological barriers for digitally less mature players, evolving data privacy regulations, and varying levels of stakeholder engagement in using the platform. **Indicators:** Regulatory updates affecting data sharing; rate of platform adoption among target organizations.
Exemplary Impact story	A small community theater with limited digital expertise begins using the UiTwisselingsplatform to upload event data. Thanks to the platform's validation tools and training support, the theater ensures high-quality data uploads. Policy makers later analyze aggregated data from similar organizations and identify underserved demographics. As a result, a targeted grant program is introduced, helping the theater design and market inclusive performances. Over time, the theater sees a 20% increase in attendance from diverse age groups, highlighting the ripple effect of the platform's improved data-sharing capabilities on cultural participation.

OD1.1. Understanding your audience: 4 Development of an audience finder (publieksvinder)	
ToC	**Description:** Publieksvinder transforms how cultural organizations and local governments understand and engage with their audiences. By aggregating and analyzing data from multiple sources, the tool offers actionable insights into audience demographics, preferences, and barriers. These insights enable organizations to align their offerings with audience needs, improve inclusivity, and foster growth. The tool's benchmarking capabilities provide a macro-level understanding of audience reach across the cultural sector, driving evidence-based policies.
Inputs	**Description:** Funding (€1,000,000–€3,000,000) allocated for developing Publieksvinder; technical expertise for integrating and analyzing sociodemographic, survey, and ticketing data; stakeholder collaboration among cultural organizations and local governments. **Indicators:** Amount of funding secured; number of data analysts and developers engaged; partnerships established with cultural organizations and local governments.
Activities	**Description:** Creating a business intelligence environment to analyze and report sociodemographic, survey, and transactional data (e.g., ticketing). Developing components such as an advanced cultural audience segmentation model, data visualization dashboards, and GDPR-compliant data handling protocols. Supporting cultural organizations with training on tool usage. **Indicators:** Number of functional components developed; number of training sessions conducted; frequency of platform updates.
Outputs	**Description:** A fully functional Publieksvinder tool offering audience segmentation models, interactive dashboards, and benchmarking capabilities. Enables cultural organizations and local governments to generate audience insights that would otherwise be inaccessible. **Indicators:** Number of organizations using Publieksvinder; number of dashboards created; percentage of organizations actively benchmarking audience data.
Outcomes	**Description:** Enhanced ability of cultural organizations to understand and grow their audience base through data-driven insights. Improved targeting of underserved demographics by local governments. More effective alignment of offerings, marketing, and communication strategies with audience needs. **Indicators:** Increase in identified audience segments; percentage of cultural offerings tailored to underserved groups; improvement in audience diversity metrics.
Impacts	**Description:** Over time, Publieksvinder contributes to sector-wide improvements in cultural participation and inclusivity. It fosters stronger community engagement, data-driven decision-making, and targeted growth strategies for cultural organizations and local governments. **Indicators:** Year-over-year growth in cultural participation rates; increase in attendance from previously underserved groups; enhanced local government reporting on cultural inclusivity.
External	**Description:** Challenges include varying levels of data quality and availability, potential reluctance from organizations to share data, and regulatory changes around GDPR compliance. **Indicators:** Number of regulatory updates impacting data analysis practices.
Exemplary Impact story	A mid-sized municipality uses Publieksvinder to analyze sociodemographic data and audience segmentation for local cultural events. The tool identifies that young families are significantly underrepresented in attendance. Based on these insights, the municipality collaborates with cultural organizations to develop family-friendly programming and offers targeted marketing campaigns. Within a year, attendance by young families increases by 25%, enhancing the inclusivity and relevance of cultural activities in the region.

OD1.3. Reducing barriers to participation: 10 Designing an evaluation framework for inclusive IT projects	
ToC	**Description:** The e-inclusion test ensures that digital cultural projects are accessible to all by embedding inclusivity principles into the design and development process. By addressing barriers such as limited digital skills, device compatibility, and accessibility for users with disabilities, the test contributes to a more equitable digital cultural ecosystem. Insights from user testing inform continuous improvement, fostering a culture of inclusivity in project design.
Inputs	**Description:** Funding (€500,000–€1,000,000) allocated for the development of the e-inclusion test; engagement of accessibility experts, designers, and user researchers; integration of international accessibility standards (e.g., WCAG). **Indicators:** Amount of funding secured; number of experts engaged; adherence to accessibility standards.
Activities	**Description:** Developing the methodology for conducting e-inclusion tests for digital cultural projects. Activities include creating accessibility principles, conducting user research, organizing user testing with diverse groups, and ensuring compliance with international accessibility standards. **Indicators:** Number of principles established; user groups involved in testing; frequency of compliance checks conducted.
Outputs	**Description:** A comprehensive e-inclusion test methodology to ensure digital cultural projects are designed for maximum accessibility. Includes detailed guidelines, user testing protocols, and tools for evaluating inclusivity. **Indicators:** Number of organizations adopting the e-inclusion test; number of projects assessed using the test; percentage of projects passing accessibility benchmarks.
Outcomes	**Description:** Increased accessibility and inclusivity of digital cultural projects, leading to improved engagement from diverse user groups, including those with varying digital skills, disabilities, or limited access to technology. **Indicators:** Number of users benefiting from inclusive design; reduction in identified accessibility barriers across projects.
Impacts	**Description:** Long-term transformation of the cultural digital ecosystem into an inclusive space that reduces participation barriers for all users. Indirect impacts include fostering greater digital equity and increasing participation from underrepresented groups. **Indicators:** Year-over-year increase in engagement from underserved demographics; number of successful inclusive initiatives leading to systemic change.
External	**Description:** Potential resistance from stakeholders due to perceived costs or effort, evolving accessibility standards, and varying levels of stakeholder commitment to inclusivity. **Indicators:** Updates to accessibility standards affecting methodology; rate of compliance among participating projects.
Exemplary Impact story	A regional library uses the e-inclusion test to design a new digital archive platform. During user testing, barriers for older users and individuals with visual impairments are identified and addressed. By implementing feedback, the library creates an accessible platform with clear navigation, text-to-speech options, and device compatibility. As a result, participation from older users increases by 30%, and the platform receives recognition as a model of inclusive digital design.

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OD1.4. Unlocking digital content: 17 Valorizing digital archive material	
ToC	**Description**: The project aims to unlock the potential of Flemish digital heritage by addressing rights and accessibility barriers. By developing tools for professional reuse and creating sustainable business models, the platform transforms archival content into a dynamic resource for cultural and economic activities. This fosters a stronger connection between the public and their heritage while enabling creative and professional engagement with archival material.
Inputs	**Description**: Funding (€500,000–€1,000,000) allocated for platform development and expansion of functionalities, engagement of legal and rights management experts, and collaboration with archival content providers. **Indicators**: Amount of funding secured; number of experts and partners involved; number of rights agreements established.
Activities	**Description**: Expanding the corpus of digital archival material through content selection, rights clearance, and stakeholder collaboration. Developing functionalities for rights management and transactions, implementing legal frameworks, and designing a sustainable business model. **Indicators**: Volume of digital content added; number of rights management functionalities developed; frequency of stakeholder consultations.
Outputs	**Description**: A comprehensive platform (e.g., hetarchief.be) offering enhanced access to digital archival material for professional reuse and public engagement. Includes rights management tools, standardized agreements, and a sustainable business model. **Indicators**: Number of active users; percentage of content available for reuse; frequency of platform interactions.
Outcomes	**Description**: Increased accessibility and visibility of Flemish digital heritage, fostering broader public engagement and professional reuse. Reductions in administrative overhead for users and providers. Generation of additional income streams for rights holders and content providers. **Indicators**: Increase in digital participation rates; number of professional reuse cases; reduction in average rights processing time.
Impacts	**Description**: Long-term enhancement of the cultural ecosystem through improved utilization and visibility of digital heritage. The project supports sustainable business models, strengthens the economic and societal value of archival material, and encourages creative reuse. **Indicators**: Year-over-year growth in digital cultural participation; number of new business models implemented; increased recognition of Flemish digital heritage internationally.
External	**Description**: Challenges include legal complexities in rights management, variability in content quality and availability, and stakeholder willingness to adopt new business models. **Indicators**: Number of unresolved rights issues; updates to legal frameworks impacting rights management.
Exemplary Impact story	A small documentary production company uses the developed platform to access and reuse archival video content for a historical documentary. The platform's rights management tools streamline the clearance process, and a standardized agreement reduces administrative burden. The resulting documentary attracts critical acclaim and increases public interest in Flemish heritage, highlighting the platform's role in promoting reuse and visibility of digital archival material.

OD1.4. Unlocking digital content: 18 Further development of FAAM	
ToC	**Description**: The further development of FAAM ensures that Flemish heritage remains engaging and accessible through innovative digital experiences. By leveraging AI for content creation and personalization, the platform caters to diverse user preferences while fostering collaboration among heritage institutions. Gamification and storytelling innovations make heritage content more dynamic, driving sustained public interest and strengthening the heritage sector's digital transformation.
Inputs	**Description**: Funding (€1,000,000–€3,000,000) allocated for platform development; engagement of editorial teams, AI specialists, and user experience designers; collaboration with heritage institutions and digital content brokers. **Indicators**: Amount of funding secured; number of editorial and technical experts engaged; partnerships established with heritage organizations.
Activities	**Description**: Expanding FAAM's functionalities through three main areas: (1) developing editorial tools that leverage AI (e.g., natural language processing) to source and reuse heritage content, (2) enhancing personalization and analytics to better align with user preferences, and (3) incorporating advanced storytelling formats and gamification to increase engagement. **Indicators**: Number of new editorial tools developed; frequency of platform updates; number of new storytelling and gamification features introduced.
Outputs	**Description**: An advanced FAAM platform providing efficient editorial tools, personalized user experiences, and innovative digital storytelling formats. Enhanced integration with metadata standards and content reuse capabilities for heritage partners. **Indicators**: Number of heritage stories created and shared; percentage of content reused by heritage partners; number of active users engaging with gamified content.
Outcomes	**Description**: Broader audience engagement with Flemish heritage through tailored digital experiences. Improved collaboration and content sharing among heritage institutions, contributing to sector-wide digital transformation. Increased efficiency and cost-effectiveness in content creation for editors. **Indicators**: Growth in user base from diverse demographics; number of heritage partners adopting FAAM tools; reduction in editorial workload through AI tools.
Impacts	**Description**: Long-term sectoral transformation through increased digital engagement with heritage content and innovative storytelling. Enhanced public awareness and appreciation of Flemish heritage. Indirect impacts include fostering a digitally literate audience and strengthening the heritage sector's global visibility. **Indicators**: Year-over-year increase in digital heritage participation; growth in international recognition of FAAM; percentage increase in cross-institutional content reuse.
External	**Description**: Challenges include evolving audience expectations, rapid technological advancements, and varying levels of digital maturity among heritage partners. **Indicators**: User satisfaction with platform updates; adoption rate of new features by partners; responsiveness to emerging storytelling trends.
Exemplary Impact story	A small regional museum contributes its digitized collection to FAAM. Using the platform's editorial tools, its team efficiently creates engaging heritage stories, integrating AI-driven metadata recommendations. Through personalized content and gamified storytelling, the museum attracts younger audiences online. Within a year, museum visits increase by 20%, and several schools incorporate the museum's digital stories into their curriculum, amplifying its educational and cultural impact.

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OD3.1. Developing an ecosystem: 28 Developing a framework and tools for handling OSLO	
ToC	**Description**: By developing a governance framework and supportive tools, the project aims to streamline the adoption of OSLO standards in the cultural sector. This ensures that data exchange becomes standardized, efficient, and accessible, enabling organizations to collaborate more effectively and leverage data for improved decision-making. Through engagement and clear communication, the project fosters widespread adoption and enhances sector-wide interoperability, ultimately building a robust data ecosystem.
Inputs	**Description**: Funding (€500,000–€1,000,000) for the project; engagement of technical and governance experts to create frameworks and tools; collaboration with cultural organizations and other stakeholders for input and adoption. **Indicators**: Amount of funding secured; number of experts and stakeholders engaged; partnerships established across the cultural sector.
Activities	**Description**: Developing a transparent governance framework for OSLO standards, creating supportive tools for implementation, and defining roles and responsibilities for managing standards. Engaging stakeholders through vision development and communication campaigns to promote the adoption of OSLO standards. **Indicators**: Number of governance guidelines developed; number of tools created for standard implementation; frequency of stakeholder engagement sessions.
Outputs	**Description**: A comprehensive governance framework and toolkit for the adoption of OSLO data exchange standards in the cultural sector. Tools to aid cultural organizations in implementing these standards and integrating them into their processes. **Indicators**: Number of organizations using the OSLO toolkit; percentage of cultural sector entities adopting OSLO standards; number of implemented OSLO tracks.
Outcomes	**Description**: Increased adoption of OSLO standards across the cultural sector, facilitating standardized data exchange and interoperability. Improved process efficiency and data quality within the sector. Strengthened collaboration and data integration among cultural stakeholders. **Indicators**: Percentage increase in standardized data exchange within the sector; measurable efficiency gains in data processes; number of collaborative projects using OSLO standards.
Impacts	**Description**: Long-term transformation of the cultural sector into a data-driven ecosystem where standardized and high-quality data enables better decision-making and collaboration. Indirect impacts include enhanced service delivery and strategic insights for both cultural organizations and policymakers. **Indicators**: Growth in cross-sector collaboration enabled by standardized data; sector-wide improvements in data-driven decision-making; increase in the quality and accessibility of cultural data.
External	**Description**: Barriers include resistance to adopting new standards, varying levels of digital maturity among organizations, and the need for consistent policy support. Opportunities include leveraging existing momentum in OSLO-related initiatives. **Indicators**: Rate of OSLO standard adoption by organizations; stakeholder satisfaction with governance tools; alignment with broader government digitalization policies.
Exemplary Impact story	A local cultural center adopts the OSLO standards using the provided toolkit and governance framework. With clear guidelines, the center integrates its data systems with other regional organizations, enabling seamless data sharing about events and audience demographics. This collaboration results in a cross-regional cultural initiative that draws a 15% increase in visitors. Furthermore, policymakers use aggregated OSLO-compliant data to identify funding needs, ensuring resources are allocated effectively to underserved areas.

OD3.1. Developing an ecosystem: 29 Developing a production database	
ToC	**Description**: The development of a centralized production database will serve as a foundational tool for the cultural sector, enabling standardized data collection and management for cultural stage productions. By streamlining processes such as prospection, planning, marketing, and information sharing, the database will foster greater efficiency, collaboration, and innovation. It will also enhance data quality and create opportunities for leveraging machine learning and AI applications in cultural activities.
Inputs	**Description**: Funding (€500,000–€1,000,000) for technical development and stakeholder collaboration; expertise in metadata standardization and digital infrastructure; partnerships with cultural organizations, producers, and third-party stakeholders. **Indicators**: Amount of funding secured; number of stakeholders engaged; level of collaboration between cultural organizations and third parties.
Activities	**Description**: Designing and implementing the centralized production database, including the development of standardized metadata, technical infrastructure, and user-friendly data entry interfaces. Coordinating with related projects like the Flemish term network to ensure data consistency. Training cultural organizations and stakeholders on effective usage of the database. **Indicators**: Number of integrations with data consuming systems achieved; technical milestones achieved; number of training sessions conducted.
Outputs	**Description**: A fully operational centralized production database with standardized, high-quality data about cultural productions. Integration with other systems (e.g., marketing, planning) to streamline workflows and improve usability. **Indicators**: Number of cultural productions entered; number of organizations using the database; percentage of data entries meeting quality standards.
Outcomes	**Description**: Increased efficiency in managing and sharing production information across the cultural ecosystem. Enhanced communication between cultural organizations, producers, and marketing teams. Improved decision-making enabled by higher data quality and centralized access to production-related information. **Indicators**: Reduction in time spent on production data management; number of new collaborative projects initiated; measurable improvements in data accessibility and quality.
Impacts	**Description**: Long-term transformation of the cultural sector through the establishment of a data-driven ecosystem that enhances operational efficiency, fosters collaboration, and supports innovative applications such as AI and machine learning. Indirect impacts include improved audience engagement and resource optimization across the cultural sector. **Indicators**: Increase in collaborative initiatives using the database; measurable growth in AI-based applications leveraging the production data.
External	**Description**: Barriers include resistance to adopting centralized systems, varying digital maturity among organizations, and challenges in maintaining data quality and standardization. Opportunities include leveraging existing data infrastructure and integrating with complementary projects like the Flemish term network. **Indicators**: Frequency of data quality issues reported; alignment with other digital transformation initiatives.
Exemplary Impact story	A theater group enters detailed production data into the centralized database, including technical specifications and promotional materials. A nearby cultural house uses this data to streamline its event planning and marketing efforts, reducing administrative work by 30%. Over time, AI applications identify patterns in audience preferences from aggregated data, leading to more tailored programming across the region. These improvements result in a 20% increase in attendance and more efficient resource allocation.

OD3.1. Developing an ecosystem: 32 Developing a values framework for the digital transformation of the cultural sector	
ToC	**Description**: The development of a values framework for digital transformation in the cultural sector addresses the ethical, ecological, and societal challenges posed by digital innovation. By establishing clear guidelines and fostering sector-wide adoption, this initiative aims to ensure that cultural organizations operate transparently, inclusively, and responsibly in their digital transformation efforts. The framework supports better decision-making and alignment with public values.
Inputs	**Description**: Funding (€500,000–€1,000,000), expertise from cultural organizations and international initiatives (e.g., UNESCO, PublicSpaces, Creative Commons), and contributions from ethical research centers like the Kenniscentrum Data & Maatschappij. Collaboration with stakeholders across the cultural sector and pilot organizations. **Indicators**: Amount of funding secured; number of experts and stakeholders engaged; partnerships with international and national ethical initiatives.
Activities	**Description**: Conducting research and workshops to build expertise on public values, identifying pilot cases for practical application, and developing experimental projects (proeftuinen) to test the framework. Engaging cultural organizations in transparent discussions and collaborations to ensure sector-wide adoption. **Indicators**: Number of research studies conducted; number of workshops held; number of pilot cases and experimental projects initiated.
Outputs	**Description**: A coherent and widely supported values framework for digital transformation, including practical guidelines and handbooks for implementing ethical practices. Publicly available knowledge and successful use cases for broad sector adoption. **Indicators**: Completion of the values framework; number of handbooks or guidelines published; number of publicly shared use cases.
Outcomes	**Description**: Enhanced ethical awareness and decision-making within the cultural sector. Adoption of sustainable and responsible digital practices aligned with public values. Improved representation, diversity, and inclusion in cultural content and processes. **Indicators**: Number of organizations implementing the framework; improvements in sustainability and ethical practices.
Impacts	**Description**: Long-term sectoral transformation driven by ethical innovation, fostering a cultural ecosystem that prioritizes transparency, inclusivity, and ecological responsibility. Indirect impacts include strengthened trust between cultural organizations and their audiences, and leadership in global discussions on ethics in digital culture. **Indicators**: Increase in public trust in cultural organizations; number of international collaborations or recognitions linked to the values framework; measurable reduction in ecological footprints across projects.
External	**Description**: Barriers include resistance to adopting ethical guidelines due to resource limitations or conflicting priorities, and the rapidly evolving nature of digital tools and societal expectations. Opportunities include leveraging existing global frameworks and growing awareness of ethical issues in digital innovation. **Indicators**: Rate of framework adoption; instances of ethical dilemmas resolved using the framework; alignment with evolving global ethical standards.
Exemplary Impact story	A museum struggling with biased AI-based curatorial processes adopts the values framework to ensure inclusivity and transparency in its digital transformation. By implementing the guidelines and participating in a pilot case, the museum refines its algorithms to address representation gaps and diversifies its content offerings. Over time, this initiative inspires trust among previously underrepresented communities, leading to a 25% increase in audience engagement and setting a benchmark for ethical AI use in the sector.

OD3.2. Relieving cultural organizations in supportive processes: 34 Further development of Digital Podium	
ToC	**Description**: The further development of Digitaal Podium aims to streamline and enhance supporting processes for subsidized performing arts organizations by creating an integrated ecosystem of tools. By addressing ticketing, CRM, websites, and planning, the project seeks to reduce administrative burdens and enable data-driven decisions, ultimately strengthening the sector's capacity to collaborate and engage with audiences effectively. Prototyping and collaborative design will inform scalable solutions for the broader cultural sector.
Inputs	**Description**: Funding (€500,000–€1,000,000) allocated for pilot projects, technical expertise for ecosystem development, and collaboration with performing arts organizations. **Indicators**: Amount of funding secured; number of stakeholders engaged; resources allocated to pilot projects and system development.
Activities	**Description**: Conducting three pilot projects to test the value of CRM/marketing tools, a shared website platform, and enhanced ticketing software (including automated recommendations). Engaging cultural organizations in a participatory process to refine concepts and prepare a detailed action plan for future implementation. **Indicators**: Number of pilot projects completed; number of organizations participating in pilots; progress toward developing a detailed implementation plan.
Outputs	**Description**: Pilot-tested tools and processes for ticketing, CRM, website management, and planning tailored to the subsidized performing arts sector. A concrete and costed roadmap for implementing and scaling these tools. **Indicators**: Number of pilot-tested tools; quality and detail of the developed roadmap; feedback from participating organizations on tool effectiveness.
Outcomes	**Description**: Improved efficiency and quality in administrative processes for performing arts organizations, enabling them to focus more on their core cultural missions. Enhanced ability to collect, manage, and utilize data for strategic decision-making and audience engagement. **Indicators**: Reduction in administrative time for organizations; increase in actionable data insights.
Impacts	**Description**: Long-term transformation of the performing arts ecosystem through the adoption of shared, scalable tools. Indirect impacts include increased audience reach, better resource allocation, and strengthened collaboration across the cultural sector. **Indicators**: Increase in audience engagement metrics; percentage of organizations adopting standardized tools; measurable improvements in inter-organizational collaboration.
External	**Description**: Barriers include varying levels of digital maturity among organizations, resistance to adopting standardized tools, and potential cost challenges. Opportunities include leveraging feedback from pilot projects to refine tools and building on the success of the ticketing component to promote adoption. **Indicators**: Rate of adoption of pilot-tested tools; alignment of tools with user needs; scalability and affordability of proposed solutions.
Exemplary Impact story	A mid-sized theatre adopts the Digitaal Podium CRM and website tools as part of the pilot project. These tools enable the theatre to streamline its marketing automation, improving ticket sales by 15%. Automated recommendations through the ticketing system also increase cross-promotions of events, enhancing audience retention. Based on this success, the tools are scaled across similar organizations, leading to improved marketing efficiency and audience engagement across the sector.

OD4.1. Developing a layered and sector-wide learning offering: 38 Establishment of a learning and innovation hub for digital transformation in culture	
ToC	**Description**: Establishing a learning and innovation hub for digital transformation in culture aims to increase the digital maturity and innovation capacity of the cultural sector consolidating fragmented initiatives into a centralized, network-based model. The hub seeks to integrate existing tools, foster cross-sector collaboration, and address gaps in resources and expertise. This is done by supporting bringing initiatives together as well as by promoting efforts through its own channels.
Inputs	**Description**: Significant funding (€5,000,000–€7,500,000) allocated for the creation and operation of the hub, engagement of expertise from various sectors, and development of integrated learning tools and programs. **Indicators**: Amount of funding secured; number of experts and staff involved; partnerships formed with existing networks, learning platforms, and government-backed reskilling initiatives.
Activities	**Description**: Establishing a cross-sectoral governance structure to oversee the hub's operations, integrating existing tools (e.g., digital maturity self-assessment, leadership training), designing inclusive and scalable training programs, and addressing gaps through bespoke initiatives. The hub will adopt a participatory approach to develop a tailored learning framework, including case studies, workshops, and innovative pilot projects. **Indicators**: Number of tools integrated; number of training sessions conducted; feedback from participants on accessibility and relevance.
Outputs	**Description**: A fully operational hub providing a coordinated and comprehensive learning ecosystem for digital transformation. Outputs include a centralized network model, a portfolio of tailored training programs, and optimized tools for cultural actors. **Indicators**: Number of cultural organizations utilizing the hub; number of tools optimized and adopted; increase in training participation rates.
Outcomes	**Description**: Increased digital maturity and innovation capabilities among cultural organizations, enabling them to address challenges and opportunities in digital transformation more effectively. Strengthened collaboration within and across cultural sectors due to the networked model. **Indicators**: Percentage increase in organizations reporting improved digital skills; enhanced ability to implement and scale digital transformation initiatives; adoption of innovation-driven practices across the sector.
Impacts	**Description**: A long-term shift in the cultural sector towards embracing digital transformation, resulting in a more innovative, inclusive, and sustainable ecosystem. The hub drives systemic improvements in digital literacy, collaboration and sector-wide resilience. **Indicators**: Improvement in digital maturity scores across cultural organizations.
External	**Description**: Resistance to change among some stakeholders, limited and varying levels of digital maturity within the cultural sector, and across organizations. Opportunities include leveraging governmental reskilling programs and drawing on international best practices. **Indicators**: Rate of digital maturity among diverse cultural actors; alignment of training programs with sectoral needs; scalability of the hub's initiatives across different cultural domains.
Exemplary Impact story	A small cultural organization with limited digital expertise engages with the hub's tailored training programs and adopts best practices through workshops. Over two years, the organization's digital maturity score increases by 40%, enabling it to implement a successful virtual exhibition that attracts a new demographic of digitally active audiences. Inspired by this success, the organization collaborates with peers through the hub's network, sharing lessons and co-developing innovative approaches to audience engagement, amplifying its impact.

The effectiveness of the monitoring and evaluation framework relies heavily on the availability of reliable data across various levels and the feasibility of regularly collecting and analysing this information. Identifying relevant data sources is thus a crucial step in developing the framework. It is essential that the framework includes mechanisms to address any data limitations by establishing a robust data sourcing strategy. Based on our desk research and insights gathered from stakeholders, we have considered several key requirements for these data sources.

- **Focus on key stakeholders:** The selection prioritized capturing data from the two most relevant stakeholder groups: cultural organizations and cultural participants. These stakeholders provide critical insights into both operational processes and user experiences, forming the foundation for monitoring and evaluation. Additionally, data from other relevant entities was included to provide a more comprehensive understanding of the sector's digital transformation.
- **Broad coverage of the framework:** Data sources were selected to cover the full range of indicators and factors outlined in the framework, ensuring that every component of the framework is supported by reliable data. This comprehensive approach allows for the assessment of both direct outcomes and indirect impacts.
- **Avoiding duplication and burden:** To minimize the burden on stakeholders and avoid duplication, the focus was placed on utilizing existing data sources where possible. By relying on accessible and established sources, unnecessary survey fatigue and resource strain on organizations and participants can be avoided.
- **SMART principle assessment:** Data sources were evaluated using the SMART indicator principle. Each source was assessed for its specificity to relevant indicators, measurability, feasibility within available resources, relevance to digital transformation goals, and timeliness. This ensures that the framework is built on reliable, actionable, and meaningful data, enabling informed decision-making.
- **Relevancy and implementation effort assessment:** Each data source was assessed for its relevance to the framework and the effort it takes to implement the data source on a scale from 1 to 3. This evaluation also included an analysis of the effort required to implement the data source-whether it could be used as-is or would need updates for improvement. This dual consideration ensures the practicality and applicability of the selected data.

The table below presents an overview of the suggested data sources for use within the framework. Subsequent sections delve deeper into these key data sources, detailing how they can be applied to the identified factors and indicators, as well as methodologies for analysis. We also discuss how to navigate any challenges associated with data collection and propose strategies to enhance data quality and accessibility

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Data source	Data holder	Data on cultural sector	Indicators / Factors	Assessment Relevancy	Implementation effort
Zelfevaluatietool Digitale Maturiteit	meemoo	Organisations	IM-SD2 IM-SD3 IM-SD4	◼◼◼	(◆◆)◆
Statistiek Vlaanderen-bevraging	Statistiek Vlaanderen	Participants	IM-SD1	◼◼◼	(◆)◆◆
Uitwisselings-platform and services	publiq	Organisations and Participants (for participating organisations)	IM-SD1 IM-SD2 IM-SD3	◼◼◻	◆◆◆
Services of Cultuurconnect	Cultuurconnect	Cultural organisations (for participating organisations – libraries, performing arts venues)	IM-SD1 IM-SD2 IM-SD3 IM-SD4	◼◻◻	◆◆◆
Services of Meemoo	Meemoo	Cultural organisations (for participating organisations)	IM-SD2	◼◻◻	◆◆◆
Digital Programme	DCJM	Program Stakeholders	IP-OD1-4 AC-OD1–4 OP-OD1–4 OC-OD1–4	◼◼◼	◆◆◆
Stakeholder consultations	DCJM	Cultural organisations	EX-1-4	◼◼◻	◆◆◆
Desk Research Sources				◼◼◼	◆◆◆
Digimeter	imec	Participants	EX-4+3	◼◻◻	◆◆◆
Statbel	Belgian statistical office	Diverse	EX-1+3	◼◻◻	◆◆◆
Vlaanderen Statistics	Flemish government agencies	Diverse	EX-1+3+4	◼◻◻	◆◆◆
Kenniscentrum Cultuuronderzoek	Universiteit Gent	Participants	IM-SD1	◼◻◻	◆(◆◆)
Lokale vrijetijdsmonitor	DCJM	Local authorities	IM-SD1-4	◼◻◻	◆(◆◆)

	Zelfevaluatietool Digitale Maturiteit by meemoo
Details	The Zelfevaluatietool Digitale Maturiteit (https://digitalematuriteit.be/) is an online self-assessment tool by meemoo launched in 2019 to help organizations within the cultural sector in Flanders evaluate their digital maturity. Meemoo published so far, a report on the findings in 2022 and in 2024 giving insights about analysis of the Zelfevaluatietool for the years 2019-2023. The tool guides cultural organizations through 47 statements that are scored divided into five key categories: (1) Strategic Approach to Digital Evolutions; (2) Enhancing Interaction with Target Groups; (3) Value of Digital Offerings and Services; (4) Capacity Building and Human Resources; and (5) Organization of Digital Processes. Upon completion, organizations receive an overall digital maturity score along with sub scores for each of the five categories. These results can be compared with those of other organizations operating in the same domain as well as allow tracking of progress for the cultural organisation over time.
Relevancy	The tool offers a detailed evaluation across multiple dimensions of the framework including the level of digital maturity in cultural organizations (IM-SD4.1) and several other impact areas (SD2, 3, 4). It provides quantifiable data that can be aggregated to assess overall progress within the sector, aiding in monitoring and evaluation efforts. The data can be used to assess the development over time and comparing development across categories and kind of organisations to show indirect impacts in relation to activities of the program.

Indicators	IM-SD4.1 - Level of digital maturity of cultural organisations
	    Calculating the average of the total of the (likert scale) of all questions on digital maturity
	IM-SD2, IM-SD3, IM-SD4 - Relations to the following Qs:
	    (Mijn organisatie gebruikt – waar relevant – standaarden, externe thesauri, linked (open) data …/ Mijn organisatie heeft een actieve digitale bewaarstrategie die vertaald is in acties om belangrijke digitale documenten voor een lange termijn te bewaren en toegankelijk te maken. / Mijn organisatie werkt waar mogelijk met andere organisaties samen bij het gebruik van IT-systemen. / Mijn organisatie werkt permanent aan de ontwikkeling van digitale vaardigheden die haar personeel nodig heeft (levenslang leren).

Applicability	The tool provides already rich data across several impact areas, which can be directly applied to the framework in the short term. However, there are some limitations, which can be addressed on the longer term including, data reliability issues, alignment with the framework and identification of cultural organisations. We therefore recommend: • In the short term, to already integrate the available data for reporting; and • To assess in collaboration with meemoo the development of the framework in the future. This includes the following potential steps.

	Potential next steps
Reporting and data collection improvements:	**Integrate the tool into key processes:** of the Digital Transformation Culture program to increase its adoption and utility. For instance, the tool could become a mandatory or recommended component of application procedures for funding digital projects, ensuring applicants assess and report their digital maturity as part of their submissions. Similarly, the tool could be embedded into training programs aimed at capacity building, serving as a baseline for identifying areas for development and measuring progress. Additionally, reporting is not conducted regularly at present and there is no strategy in place for reporting to DCJM. We therefore recommend exploring the possibilities to: • Implement regular reporting mechanisms with meemoo to maintain up-to-date and continuous monitoring of digital maturity across the sector. • Implement mandatory or voluntary participation of cultural organisations in the survey for future activities in the program.
	Since the tool relies on self-evaluation, responses may be subjective and vary in accuracy, potentially affecting data reliability. The effectiveness of the data depends on the number and diversity of organizations using the tool while low participation can limit representativeness. We therefore give the following recommendations: • Establish comprehensive training and clear guidelines for cultural organizations to ensure accurate and consistent completion of the tool. • Promote the tool annually to increase response rates and ensure a diverse range of organizations participate.
Updating of questions:	**Aligning with the framework:** While the tool is comprehensive, it may not cover all aspects relevant to the framework, in a meaningful way (see the example questions in the table above). And as mentioned above, the reliance on self-evaluation, though common for assessing digital maturity, can result in less reliable data. We recommend to: • Update survey questions to align with the specific Strategic Goals (SDs) and their associated factors, ensuring comprehensive coverage of all relevant impact areas. For example, so far the tool does not cover aspects about collaborations with other sectors. • Explore the inclusion of additional quantifiable data beyond Likert scales to capture a broader range of metrics. • Continuously review and test the updated questions to enhance their relevance and reliability, ensuring they effectively measure the intended aspects of digital maturity.
	Enabling data comparisons and aggregation: Aligning survey questions with other data sources will facilitate meaningful comparisons and data aggregation, providing valuable insights into the progress of digital transformation within Flanders' cultural sector. This will also enable cross-regional and cross-sector comparisons to identify

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best practices and areas for improvement. Furthermore, methodologies for aggregating data to provide a comprehensive overview of the sector's digital maturity, supporting informed decision-making and strategic planning can be developed. Examples of other data sources that should be considered include:

- The Digital Intensity Index (DII) used by Eurostat, which is gathered yearly in the survey on ICT usage and e-commerce in enterprises, which gives a composite indicator, derived from the EU survey on ICT usage and e-commerce in enterprises.
- DEN from the Netherlands also developed digital maturity levels for the cultural sector.
- The OECD gives detailed Guidelines for Collecting, Reporting and Using Data on Innovation in the Oslo Manual.

Implementation for indirect impact analysis: To assess the indirect impacts of the Digital Transformation Culture program, it is also possible to integrate indicators that specifically relate to the program. Adding questions on the program (e.g. if they benefitted or used tools provided by the Digital Transformation Culture program) meaningful analysis will be enabled:

- Conduct comparative analyses between cultural organizations that participate in (projects of) the program and those that do not, evaluating changes in digital maturity over time.
- Measure the digital maturity of organizations before and after their involvement in the program to determine the program's effectiveness.

	Statistiek Vlaanderen-bevraging (SV-bevraging)
Details	The SF-bevraging by Statistiek Vlaanderen is taken several times a year with a sample of 6,000 inhabitants of the Flemish Region aged 18 years and older. The topic "cultural participation" is covered yearly (https://www.vlaanderen.be/statistiek-vlaanderen/cultuur-en-vrije-tijd/cultuurparticipatie/metadata-cultuurparticipatie). The data gives insights about the "% of residents of the Flemish Region aged 18 and older who participated in at least 1 of 11 cultural activities surveyed". As the survey asked an array of different questions, the data can also be disaggregated by various socio-economic data. This granular data enables a nuanced analysis of cultural participation trends and inclusivity within the Flemish Region.
Relevancy	The SV-bevraging serves as a critical data source for several factors and indicators within the monitoring and evaluation framework for SD1, namely cultural participation. The data enables longitudinal analysis to track improvements or changes in cultural participation on a yearly basis. Additionally, disaggregating participation levels by gender, age, living status, education, and place of living provides insights into the inclusivity and reach of cultural offerings. Baseline assessments can be established to set measurable targets for cultural participation, with progress monitored over time.

Indicators	IM-SD1.1 - Level of cultural participation:
	     "% of residents of the Flemish Region aged 18 and older who participated in at least 1 of 11 cultural activities surveyed"
	IM-SD1.3 - Diversity of participants:
	     disaggregating by gender, age, living status, education, and place of living possible
	
	Not yet available:
	IM-SD1.2 - Level of digital cultural participation
	IM-SD1.4 - Intensity of cultural participation

Applicability	By leveraging the SV-bevraging as a foundational data source, the monitoring and evaluation framework can gain robust, representative insights into cultural participation trends within the Flemish Region on a yearly basis. On a short term, the SV-bevraging can be already used to gather insights and assess cultural participation on the SD1 level of the framework (IM-SD1.1 and IM-SD1.3). To fully integrate the SV-bevraging into the monitoring and evaluation framework and maximize its utility and usage for measuring indirect impact of the Digital Transformation Culture program, we recommend: • **To implement the available data in the framework in the short term, and** • **To work with Statistiek Vlaanderen together to assess if questions can be updated and / or added to the survey in the future based on the suggestions below.**

Potential next steps
Up : **Adding questions:** We recommend incorporating additional questions related to digital cultural participation (IM-SD1.2) and intensity of cultural participation (IM-

	SD1.4) to support the data gathering of the identified relevant impact factors of the Digital Transformation Culture program. Furthermore, questions should be developed and tested continuously keeping data tracking over time consistent while also enabling adapting to emerging relevant trends in the sector such as asking questions moving beyond traditional cultural activities to include virtual events, online exhibitions, and digital content consumption.
	Enabling data comparisons and aggregation: Cultural participation is measured mostly on national levels and there are no standardized guidelines that are widely applied. Still, if the question is updated to enable comparison across relevant regions more meaningful insights can be gained. For example, Eurostat publishes every 6 years data on cultural participation in Europe and its Member States giving insights on the "% of residents aged 16 or older who participated in at least 1 of 12 cultural activities in the previous 12 months". The data by Eurostat can therefore not be compared to the current data of the SV-bevraging (see table above). Further research is needed that identifies measures applied in other relevant regions for comparison to update the question meaningfully (see for example UNESCO's research from 2012[6]).

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[6] See https://uis.unesco.org/sites/default/files/documents/measuring-cultural-participation-2009-unesco-framework-for-cultural-statistics-handbook-2-2012-en.pdf

	Uitwisselingsplatform and services by publiq
Details	The UiTwisselingsplatform developed by publiq, is a centralized data-sharing and integration platform (https://www.publiq.be/nl/projecten/uitwisselingsplatform), that connects various cultural services, including e.g. UiTPAS, Museumpass, and UiTdatabank. It facilitates collaboration and data exchange between cultural organizations and sectors, offering potential for participation analysis, administrative streamlining, and innovation. By linking diverse datasets, the platform aims to improve access to cultural insights and foster partnerships within the cultural ecosystem.
Relevancy	The UiTwisselingsplatform has the potential to serve as a valuable data source for several indicators and factors within the framework, particularly for monitoring • cultural participation (SD1) through connecting services used by cultural participants, • available digital cultural offerings (SD2) through capturing services offered or accessed via its connected tools, and • collaboration (SD3) across sectors (e.g. the platform's capacity to foster cross-sector partnerships could be measured through data on joint projects and initiatives).
Indicators	Not yet available.
Applicability	At its current level of data gathering and integration, the UiTwisselingsplatform does not provide actionable or comprehensive data for assessing impacts within the monitoring and evaluation framework. It provides initial insights into participation and collaboration but lacks the comprehensive and structured data needed to support full impact assessments. The absence of analytical tools and aggregated datasets further limits its immediate applicability as a robust data source. To use the full potential for the framework, the UiTwisselingsplatform must integrate and standardize data from all connected services, ensuring comprehensive coverage of participation and collaboration metrics. Expanding its capabilities to include digital participation and cross-sector partnerships would also enhance its relevance. Additionally, developing analytical tools within the platform is crucial for enabling data aggregation and interpretation, as well as for disaggregating data by demographics, participation type, and sectoral partnerships. We recommend: • **Exploring in collaboration with publiq the possibilities and needed capabilities of the UiTwisselingsplatform for the future.**

	Cultuurconnect Services
Details	Cultuurconnect provides digital tools and services primarily for libraries and performing arts venues in Flanders, aiming to enhance digital transformation and audience engagement. Key services include for example the Bibliotheeksysteem (Wise), which integrates cataloguing, lending, and user management processes. For performing arts venues, they offer livestreaming services. There are also other various services and tools in development. For example, the Hub-C project, which aims to serve as a learning and innovation hub for cultural organizations. The services and projects of Cultuurconnect create valuable data.
Assessment	Cultuurconnect's services and projects primarily provide data on libraries and performing arts venues, as well as the organizations actively participating in these initiatives. While this data offers valuable insights into these specific sub-sectors, it is currently limited in scope and does not cover the broader cultural sector, making it unsuitable for sector-level analysis. However, this data could play a critical role in providing detailed sub-sector insights, such as trends in library usage, audience engagement with performing arts, and the digital transformation of participating organizations. With further development and expansion, Cultuurconnect's services could play an important role for assessing sector wide development and sub-sector analysis. Across its various projects it could provide input for evaluating all SD levels (SD1-4). We therefore recommend: • **To explore across future projects the potential for Cultuurconnect's services as data source for the framework.**

	meemoo Services
Details	Meemoo, the Flemish Institute for Archives, offers a suite of services aimed at supporting cultural, media, and government organizations in Flanders with their digital archiving needs. Their core services include digitization, digital preservation, and content management, focusing on audiovisual materials, photographic reproductions, and digital collections. Meemoo also provides access to archived content through various platforms. Additionally, meemoo gathers and shares knowledge on digital heritage processes, offering advice and practical support through knowledge platforms.
Assessment	Meemoo's services are integral to the digital transformation of the cultural sector in Flanders. By digitizing and preserving cultural heritage materials, meemoo ensures the longevity and accessibility of valuable content. Their platforms facilitate the dissemination of this content to a broader audience, including educators and the general public. Furthermore, meemoo's knowledge-sharing initiatives provide cultural organizations with the necessary tools and expertise to manage their digital heritage processes effectively. While meemoo's services provide substantial support for the digitization and preservation of cultural heritage, the data generated through their activities is primarily focused on the organizations they directly collaborate with. This means that, although they offer deep insights into the digital transformation processes of these specific organizations, the data may not be comprehensive enough for sector-wide analysis without further aggregation and standardization. Data though is relevant specifically for SD2: Creating a treasury of digital content. With further development and expansion, memoo's services could play an important role for assessing sector wide development and sub-sector analysis. • To explore across future projects the potential for meemoo's's services as data source for the framework.

	Digital Transformation Culture program Reporting (DCJM)
Details	Digital Transformation Culture Program Reporting Data includes structured, program-specific data collected and managed by DCJM to monitor the progress and outcomes of the program and the projects within program. This data typically includes data on budget allocation, number of projects completed, and project specific data that is generated by DCJM. Furthermore, regular reporting by the other stakeholders will be made available to DCJM. This data can be used to create detailed narratives of impact and change, highlighting the program's contribution to the digital transformation of the cultural sector. Reporting frameworks and indicators for projects need to be established when the draft program and budget allocation are confirmed. For the framework, we developed above first potential indicators across the OD levels (see above).
Indicators	IP-OD1-4 AC-OD1–4 OP-OD1–4 OC-OD1–4
Applicability	While the overall program is expensive, it is essential to make the monitoring and evaluation framework on the program level accessible, easy to read and interpret, and manageable for data gathering and updating. • **We therefore suggest the following for establishing the monitoring and evaluation of the program data:**

Potential next steps	
Establishing reporting and monitoring of program	**Identification of indicators**: Collaborate with the stakeholders to identify and collect relevant program data that aligns with the framework's indicators for the relevant projects. To maintain an effective and manageable monitoring and evaluation framework, it is essential to concentrate on key activities and projects that can effectively demonstrate narratives of impact and change. It is also necessary to take into consideration the that projects may be at various stages, making some outcome indicators irrelevant or dependent on the project's progress stage.
	Data collection: Clear and concise reporting is crucial for making the monitoring and evaluation framework accessible, easy to interpret, and manageable for data gathering and updating. Enhancing reporting clarity ensures that stakeholders can effectively understand and utilize the data to inform decision-making. Ensure that the data collected from stakeholders is standardized to make it aggregatable and compatible with other existing data sources for seamless integration. Create clear and concise reporting templates that can be utilized by the stakeholders that focus on key metrics and narratives, making the framework accessible and easy to interpret.

	Analysis and impact narratives: The analysis and presentation of the program level data can be used to create impact narratives that relate to the impact factors outlined in the framework. The impact narratives that highlight potential indirect impacts that the program outcome indicators can lead to can enable showing either positive effects of the program on the sector level or can be utilized to show areas of improvement that can direct future decision making for the program.

	Stakeholder Consultations by DCJM
Details	A stakeholder consultation is a structured process aimed at gathering feedback, insights, and data from key stakeholders such as museums, libraries, archives, performing arts organizations, and digital service providers. The consultation can assess the progress of digital transformation, identify challenges to digital adoption, and evaluate the impact of external factors like technology and funding. It can also help to assess the program and the sector level evaluation and monitoring. By leveraging key data sources and supplementing them with qualitative insights through the stakeholder consultation a well-rounded evaluation of sector development can be ensured.
Indicators	EX-1-4 IM-SD1-4 IP-OD1-4 AC-OD1–4 OP-OD1–4 OC-OD1–4
Applicability	Stakeholder consultations can serve to triangulate the data gathered through the other identified sources and can add valuable qualitative insights, narratives and case studies that can support the evaluation and monitoring data of the framework. We suggest conducting yearly such a consolation through for example a workshop with key stakeholders. For this, relevant questions for the workshop related to the framework need to be developed. This can cover both, the ODs and SDs of the framework. The workshop findings should be transcribed, analysed and relevant case studies and quotes be extracted that would enrich regular reporting based on the framework. We therefore recommend that: • A yearly stakeholder consultation should be established by DCJM which aims to collect qualitative insights and narratives across all levels of the framework for triangulation of data and narrative development in reporting.

		Desk Research by DCJM
Details		Desk research involves a systematic review of existing resources and publicly available data to gather insights on relevant trends, challenges, and opportunities. This research can utilize public statistics from regional, national and international organisations and governments, which provide comprehensive data on for example demographic trends, cultural engagement, and digital infrastructure. We integrate here an overview of relevant resources for this and an assessment of their applicability for the framework.
Data sources	EX-3 EX-4	The [Digimeter](#) by imec is an annual survey that measures digital technology adoption and media usage as well as attitudes among Flemish citizens. It provides insights into digital behavior, device ownership, and digital skills. So far no relevant questions related to the cultural sector are integrated. However, it gives valuable insights for external factors influencing potentially the program.
	EX-1 EX-3	Statbel, the Belgian statistical office, provides comprehensive data on various socio-economic and infrastructural aspects for Flanders that serve as critical external factors influencing the cultural sector (e.g. employment rates, income levels, and consumer spending, internet penetration and device ownership statistics). Valuable surveys include: Enquête naar het ICT-gebruik bij huishoudens (digital skills for digital content creation) (yearly) and Survey ICT and e-commerce in enterprises (yearly).
	EX-1 EX-3 EX-4 (IM-SD1)	Statistiek Vlaanderen provides key data on socio-economic and infrastructural elements in Flanders that influence the cultural sector, including metrics like employment, income levels, and digital proficiency. Notable surveys include the SV-bevraging (see also above), and the Participatiesurvey, offering insights into long-term engagement in cultural, social, and sports activities. Furthermore, the Digital Skills Survey assesses the population's digital competencies, shedding light on the readiness for and accessibility of digital cultural initiatives.
	IM-SD1	The [Kenniscentrum Cultuuronderzoek](#) funded by DCJM is a scientific center dedicated to policy-relevant cultural research. Formed through a consortium comprising the Universiteit Gent, specifically the Vakgroep Sociologie - CuDOS, and the Vrije Universiteit Brussel, Vakgroep Sociologie - TOR, the Kenniscentrum Cultuuronderzoek aims to provide robust data and insights to inform and enhance cultural policies within the Flemish Region. The center focuses on a wide range of cultural themes and in addition conducts periodic surveys on cultural participation. Surveys were carried out in 2009, 2014, and 2020-2022, with the next round planned for 2028-2029. The Kenniscentrum Cultuuronderzoek could serve as an important data source for the monitoring and evaluation framework especially for SD1 on cultural participation. However, the data is currently not usable due

		to the infrequent nature and the extended intervals between data collection periods. If more frequent data gathering could considered, it could close data gaps around digital cultural participation and intensity (IM-SD1.2 and IM-SD1.4). Notably, the 2009 and 2014 surveys included metrics on digital cultural participation, although this aspect has not been maintained in the most recent iterations. Re-intergrating them would close data gaps, in case the SF-bevraging by Statistiek Vlaanderen (see above) does not allow to integrate additional questions.
	IM-SD 1-4	The Vrijetijdsmonitor is a comprehensive monitoring tool developed by DCJM to oversee and enhance local leisure policies within the Flemish Region. Launched as part of the Flemish government's initiative to foster a robust partnership with local authorities, the Vrijetijdsmonitor transitioned in 2016 from sectoral subsidies to the Gemeentefonds, granting municipalities greater autonomy in pursuing their cultural, youth, and sports policy objectives. The Vrijetijdsmonitor collects data through a combination of existing registers and voluntary participation from local municipalities every three years. It encompasses eight thematic areas related to leisure, including culture, youth, and sports, providing a holistic view of the local leisure landscape. In its current form, the Vrijetijdsmonitor engages on the one hand secondary data, i.e. from other registers. Therefore, the primary data sources, i.e. the registers and data that the Vrijetijdsmonitor aggregates should be considered for the framework instead of the Vrijetijdsmonitor to ensure data reliability (e.g. UitPAS data). Still, in the future the monitor could be considered as aggregate data source, if reliability is ensured. On the other hand, the Vrijetijdsmonitor gathers primary data through voluntary participation from local municipalities every three years. There are valuable data points for the framework to consider across all SDs. But, the current three years cycle does not allow meaningful integration of the data source into the framework.
Applicability	Desk research can serve valuable insights for the identified external factors and additional insights for the impact factors for the monitoring of the cultural sector. The data source examples above can be applied but further desk research is needed to identify further relevant sources and establish an approach for easy reporting based on desk research regularly in the future. We suggest: • **Establishing and making resources available for the yearly desk research exercise to enrich the framework with insights.** • **Explore the data sources above with potential to fill data gaps.**	

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Conclusion and next steps

This report established a comprehensive monitoring and evaluation framework to assess the progress and impact of the Digital Transformation Culture program in Flanders. Rooted in extensive desk research and stakeholder consultations, the framework combines sector-level and program-level analyses to capture both immediate outcomes and long-term impacts of digital transformation initiatives. By integrating diverse data sources and aligning with strategic goals (SDs) and operational objectives (ODs), the framework offers a structured approach for tracking developments across the cultural sector.

The framework highlights the importance of leveraging reliable, accessible, and diverse data sources, while also addressing gaps in existing datasets. It incorporates both quantitative and qualitative insights to provide a holistic understanding of digital transformation trends. However, the success of this framework hinges on DCJM's long-term commitment to regular data collection, stakeholder engagement, and ongoing refinement of metrics and methods. By doing so, the framework can remain adaptable to changing needs and external conditions, ultimately supporting the creation of a resilient, inclusive, and innovative cultural ecosystem in Flanders. The next steps for implementation of the framework are as follows:

- **Establishing project indicators and reporting methodology for the Digital Transformation Culture program**

DCJM should collaborate with stakeholders to define clear, measurable indicators for selected projects under the program. These should align with the framework's ODs, ensuring that data collection focuses on key activities that can effectively demonstrate impact and change. Clear reporting templates should be developed to facilitate consistent data submission, allowing for seamless aggregation and analysis.

- **Addressing data gaps and updating of data sources**

Efforts should be made to close the data gaps identified during the development of the framework. It is important to identify and address missing data sources that can provide deeper insights into specific aspects of the cultural sector. For instance, data related to B2C usage—such as how cultural content is utilized in educational settings—remains underexplored. Furthermore, updating existing tools and integrating additional data sources as outlined above is essential. A critical step is the standardization of data definitions, formats, and metrics to ensure reliability and comparability across sources. Aligning with international standards will also enable longitudinal and cross-regional comparisons, offering a broader context for evaluating program impacts. To achieve this, further investigation and close collaboration with data source owners are essential. By addressing these gaps, the framework will better capture the multifaceted nature of cultural engagement and transformation.

- **Ensuring data reliability**

To enable timely monitoring and adjustments, DCJM should prioritize data sources capable of supporting annual reporting. These include internal program data, public statistics, and adaptable tools like the Zelfevaluatietool Digitale Maturiteit and the UiTwisselingsplatform. Establishing a fixed yearly timeline for data collection and analysis will ensure that insights remain current and actionable. Furthermore, to avoid overburdening cultural organizations, data collection efforts should be streamlined and integrated into existing workflows. Consolidate surveys where possible and collaborate with organizations already conducting relevant studies to reduce duplication. We also advice to provide effective training for cultural organizations and stakeholders to enhance their capacity for data collection and interpretation. By improving data literacy, stakeholders can contribute more effectively to the framework and leverage insights for their own strategic planning.

- **Streamlining stakeholder engagement**

Regular engagement with cultural organizations, digital service providers, and policymakers is critical. Conduct annual workshops or consultations to validate data findings, gather qualitative insights, and adapt the framework based on stakeholder feedback. This ensures that the framework remains relevant and aligned with sector needs. Introduce reflexive monitoring mechanisms to evaluate the effectiveness of the framework itself. This meta-level analysis will help identify areas for improvement in data collection and indicator relevance, ensuring the framework evolves alongside sectoral and technological changes.

- **Actionability of indicators**

For the framework to effectively support the digital transformation of the cultural sector, the indicators it captures and defines must be actionable for different stakeholders. Actionability requires that indicators are not only measurable but also directly tied to prioritization and actionable outcomes. Stakeholders should be able to use these indicators to inform decisions, guide resource allocation, and implement targeted strategies. For example, if indicators show low levels of digital cultural participation in certain demographics, stakeholders should be equipped with actionable recommendations to address this gap through tailored initiatives.

The framework should also integrate performance-based accountability, enabling stakeholders to reflect on their progress and adjust strategies based on measurable outcomes. Translating these program-specific indicators into broader policy indicators ensures alignment with regional and national objectives, making the framework relevant across governance levels.

To make the indicators truly impactful, stakeholders should establish quantitative target values. For instance, year-on-year improvement goals provide a clear benchmark for progress. Comparative data across regions and sectors will further contextualize performance, helping stakeholders identify best practices and areas requiring additional attention.

Finally, the framework should include mechanisms for continuous learning and adaptation. Regular reviews of indicator performance, coupled with research to refine and expand metrics, will ensure that the framework remains relevant, actionable, and aligned with the evolving needs of the cultural sector.

- **Develop a reporting framework including impact narratives**

A robust reporting framework is essential to effectively communicate the outcomes and broader impacts of the Digital Transformation Culture program. Program-level data should be utilized to craft compelling impact narratives, showcasing success stories, key achievements, and challenges faced during implementation. These narratives should demonstrate both the direct outcomes of the program—such as enhanced digital skills or increased participation—and its indirect benefits, including the long-term cultural and social transformations it supports. Impact narratives should also contextualize individual project outcomes within broader sectoral changes, creating a cohesive picture of the program's contributions to the cultural sector.

Establish clear guidelines for how often reports should be produced to ensure timely and relevant updates. For example, an annual report could provide a comprehensive overview of the program's progress, complemented by shorter, targeted updates for specific milestones or audiences. Identifying the audience for these reports is crucial: policymakers, cultural organizations, and stakeholders such as funders may require tailored content that aligns with their interests and decision-making needs.

A dissemination strategy should outline how and where the reports will be shared and define in detail who the audience of the reportig is. Consider leveraging digital platforms, stakeholder events, and workshops to engage audiences effectively. The strategy should also include a focus on accessibility, ensuring reports are visually engaging and available in multiple formats to reach diverse stakeholders.

- **Sustaining long-term commitment**

The success of the framework requires sustained investment in personnel, funding, and resources. DCJM should establish a clear long-term roadmap for data collection and reporting, ensuring that the framework continues to support the program's goals beyond its initial implementation phase.

By adopting these steps, DCJM can ensure that the monitoring and evaluation framework remains a robust, dynamic, and impactful tool for guiding the digital transformation of the cultural sector in Flanders.

ANNEXES

We extend our gratitude to the members of the steering board and the participants of the stakeholder consultation workshop for their invaluable contributions to this report. Their expert insights and considered feedback have been essential in refining the monitoring and evaluation framework for the Digital Transformation Culture program.

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- Tina Tyteca (DCJM)

Prof Dr Marlen Komorowski

Dr. Marlen Komorowski is a Senior Researcher at imec-SMIT, Vrije Universiteit Brussel (VUB), and a Guest Professor in European Media Markets. She is also a Senior Research Fellow for the Media Cymru programme at Cardiff University. Her research focuses on the digital transformation of the media and creative industries, examining industry clustering, value networks, economic impact, and innovative business models. Marlen holds a PhD in Media and Communication Studies from VUB, with her dissertation exploring media clusters and creative ecosystems. She has contributed to and led various European and Belgian projects supporting creative and cultural industries. Her expertise spans quantitative and qualitative methods, including economic impact assessments, statistical analysis, and case study development. Beyond academia, she consults for cultural organizations and delivers guest lectures across European universities. Her extensive publication record provides actionable insights into how creative und cultural industries navigate digitalization and economic shifts.

Carlo Vuijlsteke

Carlo Vuijlsteke is an Expert at IDEA Consult with a professional background of over twenty years in the cultural and creative sectors. Throughout his career, he has developed special expertise on topics and projects at the intersection of culture and creative industries with economy, entrepreneurship and innovation. Carlo Vuijlsteke is a historian by education and graduated from Ghent University. Within IDEA Consult he works on policy support research, policy evaluation and vision and strategy development for clients such as the European Commission, the federal government, the Flemish government and organizations in the cultural and creative sectors. In the past years he has been involved, among other things, In European research projects for the European Commission on the uptake of advanced technologies in the cultural and creative sectors, in the context of EU's Industrial strategy, on the discoverability of cultural content online and on the role of cultural and creative sectors in Innovation ecosystems.

Isabelle De Voldere

Isabelle De Voldere her professional interest has been in socio-economic research for 20 years, with a special focus on the contribution of creative and cultural activities, knowledge and innovation to regional development. She has extensive experience in both academic research and applied and policy support research. Since 2008 she has led several policy analyses and evaluations commissioned by organizations such as the European Commission and European Parliament, Flemish government agencies, intermediary organizations and research institutes. In the past 5 years, at the Flemish level, she was involved, among other things, in evaluations/expenditure reviews of the cultural superstructure, Cultuurloket, Vlerick Management School, LRM, VIB and programs such as the innovative partner projects of DCJM. In Spring 2024, she led a study commissioned by the European Parliament on trends and developments in European/international cultural policy (including media and journalism).