CENTRE FOR SCIENCE FUTURES

International Science Council

Strengthening digital maturity

A practical toolkit for science organizations

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About the International Science Council

The ISC is an international non-governmental organization with a unique global membership that brings together 250 international scientific unions and associations, national and regional scientific organizations including science academies, research councils, regional scientific organizations, international federations and societies, and academies of young scientists and associations. The ISC works at the global level to catalyse change by convening scientific expertise, advice and influence on issues of major importance to both science and society.

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Introduction

About the toolkit

This toolkit is for science organizations, especially those with a strong presence in low- and middle-income countries (LMICs) who want to navigate digital technologies and digitally-enabled ways of working with confidence.

It brings together practical insights, case studies, and tools from the International Science Council (ISC) Digital Journeys cohort, which was a project designed to help ISC member organizations with the tools, strategies, and networks to understand their digital maturity and take meaningful action towards improving it. It builds on earlier ISC work, including the 'Science organizations in the digital age' report.

Whether you are just beginning your digital journey or already experimenting with new tools and approaches, you will find actionable ideas to help you build digital maturity.

The toolkit is structured into three sections:

- **Understand:** Who the toolkit is for, what digital maturity means, and how to use the toolkit.
- **Assess:** Introducing the digital maturity framework and taking stock of your organization's current state.
- **Take action:** Practical steps, real-world examples, and tools to help you build digital maturity in a way that fits your context.

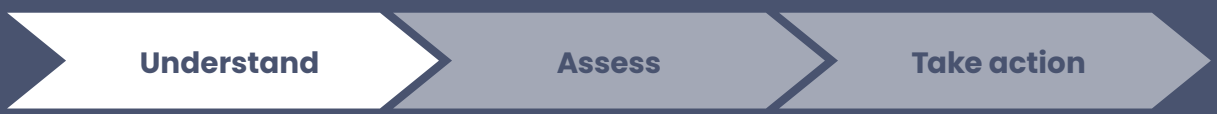
We extend our thanks to our colleagues, collaborators, and ISC Members for their leadership and contributions to this toolkit.

Terminologies

The digital world is full of buzzwords. Many of them are confusing, vague, or used in different ways. Here are some of the key terms we use throughout this guide:

- **Digital.** A broad definition that encompasses lives and the connection between people and/or machines. It includes both digital tools but also operations, culture and products that take advantage of digital technologies.
- **Digital journey.** The pathway an organization takes as it identifies and acts on opportunities or gaps to improve its systems, services, or structures using digital technologies and methods.
- **Digital literacy.** The skills and confidence needed to use digital tools effectively
- **Digital maturity.** The extent to which an organization embeds digital tools, mindsets, and ways of working into its everyday operations, strategy, and culture.
- **Digital transformation.** This can be used to describe everything from small changes like creating new products and services to the wholesale restructuring of company operations, cultures and products to take advantage of digital technologies.
- **Technical assistance.** Practical, tailored support provided by digital and organizational experts to guide science organizations through their digital transformation journeys.

Section 1: Understand



Who is this guide for?

This toolkit is for teams or individuals working within scientific institutions, particularly those with a presence in LMICs, who want to navigate digital technologies and digitally-enabled ways of working.

While no two organizations are exactly alike, many share common roles, challenges, and digital ambitions.

Here are some common types of science organizations and potential ambitions for using digital:

- **A national science academy** that is trying to automate administrative tasks or make paper-based processes digital.
- **A global scientific organization** that wants to use online webinars and conferences to engage members across countries.
- **A professional scientific network** looking to change its business model from membership fees to activity-based participation.

Science organizations differ in their mandates and missions. Some are large and well-resourced; others smaller and more agile. What unites them is a commitment to supporting science systems and a growing need to evolve how they connect, communicate, and deliver in a digital world.

> Insights from this toolkit and its accompanying guide were made following the ISC Digital Journey's cohort. This was a peer network of 11 ISC members who set out to explore how science organizations can be better supported on their digital journey, through tailored strategic and technical assistance, and by creating a peer network that met regularly between January and June 2025.

Whatever type of science organization you belong to, and whether you are just beginning to think about digital transformation or already deep in experimentation, this toolkit is designed to help you take the next step. It offers broad recommendations and general principles for digital transformation in science organizations, which means that contextual awareness needs to be applied.

Finally, you can use the toolkit in different ways, either individually or as part of a wider team.

- If you are curious about the skills and tools required for digital transformation within your organization, you might choose to skim through the whole document.
- Alternatively, you can go to **Section 2, Assess**, to complete a digital maturity self-assessment, gaining a holistic understanding of your organization's context and needs.
- Finally, if you are looking for practical resources, you can skip ahead to **Section 3, Take Action**. Here, you will find activities and tools aligned with the 7 dimensions of the ISC Digital Maturity Framework.

Digital maturity: what it is and some misconceptions

Digital maturity refers to the extent to which an organization integrates digital tools, mindsets, and ways of working into its daily operations, strategy, and culture. In this sense, it is not about adopting a single tool or completing a one-off project, but instead reflects an organization's preparedness to think about and use digital across its entire business model and operations.

The ISC Digital Journeys project treated digital maturity as a foundation that could be built upon and developed. It includes the capacity to adapt, evolve, and make informed decisions as digital technologies and stakeholder needs change over time.

In this sense, digital maturity is, therefore, a means to an end. To achieve certain goals, one organization may need to build up internal skills; another may need to foster increased engagement with stakeholders. That is why maturity should not be seen as a benchmark of success but rather as a way to frame action. What matters most is not where an organization is today, but how it decides to grow its maturity, and for what purpose.

To read more about digital maturity as a concept and the ISC Digital Maturity Framework, you can read the report *Harnessing 'Digital' for Science in Lower-Resource Settings*.

Common misconceptions about digital maturity and digital transformation

As we explore the opportunities for digital in science organizations, it is important to also consider some common misconceptions that can stifle action:

1. **It is about shiny toys**
   Many assume digital transformation means adopting the latest technologies, like AI applications or custom-built platforms. In reality, it is less about tools and more about changing how an organization thinks and operates. The real shift is in mindsets and enabling mechanisms, and without this foundation, even the most advanced technology will fall flat.
2. **It is expensive**
   In a similar vein, the idea that digital transformation requires large-scale infrastructure investment is related to perceptions of digital as introducing new hardware, software, or other technology solutions. However, meaningful digital progress can often come from low-cost changes. This could be using free or low-cost tools, or simply making well thought-out improvements to how existing platforms are used.
3. **It needs dedicated, in-house technical expertise**
   While technical skills are important, progress can be made in, for example, how procurement is made, especially when an organization might not fully understand the details or parameters under which they should be working with potential suppliers. Building digital maturity can mean knowing how to work with external expertise more effectively.

4. **It needs teams to be 'ready'**
   Building digital maturity and executing digital projects is inherently a learning journey. It is paradoxical to wait for perfect conditions or skillsets to emerge before starting. By starting small, building collaboration, and creating space for reflection and feedback, you can build experience and shift culture towards one more prepared for taking on digital projects, rather than waiting for the perfect conditions to arrive.
5. **Business as usual is good enough**
   Digital maturity is crucial for science organizations to deliver value in the digital age. From deeper stakeholder engagement to smarter decision-making through data, digital tools and ways of working, it is increasingly shaping what is possible. At the same time, technology and stakeholder expectations, especially among younger groups, are rising fast. Treating digital maturity as anything less than core to your mission risks being left behind and becoming irrelevant.

Together, these misconceptions can make it seem like digital transformation in science organizations is more intimidating than it actually is, or is not crucial to how value is delivered by the organization. In reality, digital transformation is essential to staying relevant and any organization can take steps to explore and build their capacity.

Preparing for your digital journey

Digital tools and ways of working matter because they can be used to meaningfully enhance how your organization contributes to science in the digital age. By understanding what digital maturity means and by understanding that any organization can develop their digital maturity, you are already on your way to making progress.

The next chapters are here to help you find your footing and move forward with purpose.

In Chapter 2, we introduce a digital maturity framework tailored specifically to science organizations, with a focus on LMIC contexts. This framework enables a structured self-assessment across seven key dimensions, surfacing areas of strength and highlighting where efforts may be needed.

Chapter 3 turns to implementation. Drawing on insights from the ISC Digital Journeys cohort, it presents practical steps, tools, and lessons learned in strengthening digital maturity in science organizations.

Section 2: Assess

Digital maturity for science organizations

Digital maturity is the foundational context that organizations work with as they use digital tools and approaches to reach their goals. It includes elements like vision and strategy, infrastructure and procurement, skills and leadership, data practices, and the preparedness of stakeholders the organization engages with. Individual goals will differ by organization, as will the level of maturity needed to achieve them.

A shared language of digital maturity is therefore helpful because it enables science organizations to locate themselves, compare approaches, and tailor any support they need.

The ISC Digital Maturity Framework

Drawing inspiration from established frameworks, the ISC Digital Maturity Framework retains the core idea of assessing multiple dimensions of digital readiness. However, it emphasizes that both the organization's internal capabilities and the digital maturity of its external stakeholders must be considered when framing action (p.11).

This dual focus reflects the interconnected nature of scientific networks, as well as the critical importance of stakeholder readiness and engagement, particularly in LMIC contexts.

Organizational digital maturity

Vision and Strategy
Relevant digital strategy or plan that is integrated with the organization's strategy, and with a sense of digital future-proofing. The organization has a clear view of where digital tools and ways of working could support progress, and there is support and autonomy to implement the plan.

Systems and mechanisms
Up to date tools and infrastructure that are integrated with each other and designed for accessibility. Supportive planning and delivery processes, including enabling budgets and procurement frameworks.

Skills, experience and culture
In-house technical intelligence, including experience leading digital projects and in leading partnerships for implementation. The organization has experience using a range of innovation methodologies, including user-centered design, a culture of experimentation and iteration, and an appetite for organizational change.

Data
Data is collected and evaluated across the organization, including how stakeholders use products and services. Every piece of data is relevant, transparent and secure.

Stakeholder digital maturity

Culture of engagement
There is frequent and deep engagement with the organization and the services it provides, with candid feedback on where user needs could be better met.

Access to technology and tools
Supportive infrastructure, including fast and reliable internet access, penetration of digital devices, and access to the organization's software and tools.

Stakeholder readiness
Stakeholders are digitally literate and use digital tools regularly in their professional lives. Stakeholders are proactive in learning more about digital technologies and their relevance to their work.

Using the framework to assess digital maturity

The digital maturity framework can help science organizations understand some of the key areas that shape their ability to successfully adopt digital tools and ways of working, and how best to meet their users' needs, too.

This understanding will allow you to approach future digital initiatives with greater clarity, ensuring they are grounded in your current reality. It also highlights where to focus next, whether that is strengthening systems, making the case to leadership, or engaging stakeholders more effectively.

You can use the **Digital Maturity Compass** to assess where your organization stands today, across the seven dimensions of digital maturity.

This is not about rankings or scores, it is a reflective tool to help science organizations map their strengths, challenges, and opportunities.

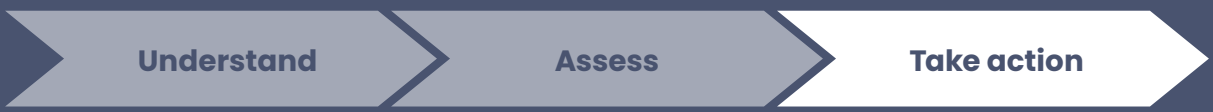
👉**You can access the tool here.**

From a digital maturity assessment to practical action

Completing the digital maturity assessment gives you a clearer picture of your organization's strengths, challenges, and overall context. But assessing digital maturity is just the starting point: it is what comes next that matters most.

The next chapter moves from diagnosis to action. **Section 3: Take Action** introduces some practical tools and recommendations tailored to science organizations, especially those in LMIC contexts.

Section 3: Take action



Practical steps to improve the digital maturity of a science organization

Reflecting on a science organization's strengths, weaknesses, and wider context is key to framing action. The ISC Digital Maturity Framework helps facilitate this reflection across seven key categories: Vision and Strategy, Systems and Mechanisms, Skills, Experience and Culture, Data, Culture of Engagement, Access to Technology and Tools, and Stakeholder Readiness.

It is important to recognize that there are varying degrees of control over these dimensions. The first four categories (Vision and Strategy, Systems and Mechanisms, Skills, Experience and Culture, and Data), are organizational and largely internal. In contrast, the remaining three (Culture of Engagement, Access to Technology and Tools, and Stakeholder Readiness), tend to require external collaboration and engagement.

This is why digital transformation is not just about fixing specific internal issues or adding new tools. It is about navigating a broader ecosystem, where some changes are within an organization's control and others must be shaped through influence and collaboration.

Ultimately, it is people that drive digital transformation. Each person has their own remit and responsibilities, and are working within real-world constraints, like limited time, finite resources, and the rhythms and rituals of their organization. Many individuals leading digital efforts are balancing this with their primary roles, often working part-time or in a voluntary capacity. So, while systems and cultures can shift, doing so requires alignment, persistence, and a clear-eyed view of the realities people face.

This Section provides practical guidance for improving digital maturity across the seven dimensions outlined in the digital maturity framework. The recommendations are suggestions to be interpreted based on each organization's unique culture and capacity. Each dimension includes:

- A snapshot of what 'good' looks like
- Tangible steps your team can take
- Useful guidance and tools you can explore further
- A quick reflection prompt based on your digital maturity assessment

These tools and guidance serve as starting points, not prescriptive solutions. Feel free to adapt them based on your organization's specific needs and context, and let us know your thoughts.

1. Vision and strategy

About this section

This section focuses on whether your organization has a clear, shared direction for how digital tools and ways of working can support your mission. Vision and strategy shape every other aspect of digital maturity, from what activities you prioritize to how you resource and sustain change. You will find steps to clarify your digital ambition, engage leadership, and build strategies that are both adaptive and actionable.

What good looks like

Relevant digital strategy or plan that is integrated with the organization's strategy, and with a sense of digital future-proofing. The organization has a clear view of where digital tools and ways of working could support progress, and there is support and autonomy to implement the plan.

What organizations need to do

- ☐ **Assess current capabilities.** Conduct a thorough assessment of existing digital skills, tools, and practices, to understand the organization's starting point and identify gaps and opportunities. Evaluate any existing strategies that involve digital technologies or ways of working.
- ☐ **Connect digital to the organizational mission.** Clarify how digital tools and approaches could support the organization's core goals. Use this understanding to develop a vision for digital that reflects the organization's mission and context. Where possible, co-design this vision with staff, leadership, and key stakeholders, to build shared ownership and ensure alignment across the organization.
- ☐ **Engage leadership.** Share the vision with senior leaders and advocate for digital transformation as a strategic priority, securing the necessary backing and resources.
- ☐ **Set a clear, flexible direction.** Develop a digital strategy that aligns with broader organizational objectives, while remaining adaptable to new opportunities and constraints. Use strategic foresight tools to help guide long-term thinking and identify future possibilities.
- ☐ **Start small, learn fast.** Design manageable experiments and projects to explore new digital tools and methods, generating learning and building confidence for larger-scale initiatives that fall within the strategy.
- ☐ **Agree responsibilities and encourage learning.** Define clear roles, responsibilities, and policies that empower teams to experiment and improve. Encourage autonomy and support a culture of continuous learning within the shared strategic framework. It is important to foster an environment where innovations can flourish, and where individuals can be curious and humble about how strategic goals can be met by the organization.

Tool: articulating a vision statement

A clear vision for digital helps spark ambition, set direction, and build alignment across your organization. It acts as a north star for the changes you want to see, beyond using digital tools for their own sake but as a conscious view of working towards a specific idea of the future.

The vision statement does not need to be complicated. In fact, the strongest are short and straightforward.

Activity: Write 1-2 sentences that describe what your organization aims to become or achieve by using digital technologies and ways of working.

- Focus on your organization's **mission**, or an aspect of it
- Center the **people** you serve or work with
- Be **ambitious**
- Keep it **simple and clear**

Example: *A digital-first academy that values young scientists' needs, habits and time.*

Then, expand your vision statement into a longer form. This is where your imagination comes in.

- Decide on a specific 'moment' in the future. It can often be useful to name a specific date in the future (e.g. Wednesday 1 January 2031).
- Below the short statement, try describing what your digital future looks and feels like in a few paragraphs (see the example below). You could describe:
  - What members or stakeholders now find easy or enjoyable
  - What has been replaced, reimagined, or is now possible
  - What makes your organization more impactful or inclusive

There are multiple ways you can present this information. You could write this as a newspaper headline, or a narrative story (e.g. 'day-in-the-life').

The purpose of this exercise is to imagine what success looks like and give form to your future ambitions.

Example

Science Academy Unveils Member-Led Digital Platform to Empower Young Scientists

January 1st, 2031. The Science Academy has launched a new digital platform designed around the real lives of early-career scientists. Prioritising ease, connection, and relevance, the platform offers tailored communications, peer mentoring, and flexible engagement tools, putting member needs first and enabling young scientists to grow, collaborate, and lead on their own terms.

A vision statement is something you can refine and return to over time. With it, you can help align teams around a shared direction and create objectives.

Tool: linking a vision statement to concrete objectives

A vision statement without action stays aspirational. To make your digital vision useful, it should be followed by a set of clear, concrete objectives that show how the vision will be realized in practice.

This guide helps you get from *'What are we aiming for?'* to '*What are we going to do next?*'

You can use the 'If we... then... so that...' framework to translate your vision into an actionable set of objectives.

If we: _____

(what the organisation will do)

Then: _____

(what will be different)

So that: _____

(what could be measured that would have changed)

Step 1: Use the tool's framing to help you articulate the change you want to see:

- **What the organization will do:** At this stage this should cover a high-level activity, and you might want to separate some of your ambitions into different statements. The idea here is not to be too prescriptive about particular solutions, as that will develop and likely change over time.
  - Example: *'if we set up more opportunities for scientists to present their work online…'*
- **What will be different:** This is the expected result from the activities.
  - Example: *'Then more scientists will be able to present their work internationally'*
- **What success looks like:** This is evidence of impact. What will be observed or measured that can be used as evidence that change has occurred.
  - Example: *'so that more collaborations between Global North and South research will occur'*

Full example: *If we set up more opportunities for scientists to present their work online, then more scientists will be able to present their work internationally, so that more collaborations between Global North and South research will occur.*

Step 2: Set SMART objectives.

Now, take the 'then…' and 'so that…' parts of the statement and create a set of SMART objectives. SMART objectives are those that you can actually plan for, act on, and measure in an accountable way. A SMART objective is:

- Specific - focused on a clear action or result
- Measurable - can be tracked through data or feedback
- Achievable - realistic given your resources
- Relevant - directly linked to your digital vision
- Time-bound - has a deadline or review point

Example: *By the end of the year, 50% more of our members from LMIC countries will have presented at global conferences compared to the previous year.*

By articulating the change you want to see in this way, you can set a clear, ambitious, but realistic set of objectives that can form a key part of any digital strategy or plan.

Reflection

Reflection questions

- *Does your organization have a shared understanding of what digital success looks like, and how it connects to your core mission or values?*
- *What would a newspaper headline about your digital journey say in five years' time?*
- *Can you identify at least two SMART objectives that would ground your digital vision in reality?*

Final reflection

If your digital maturity score was low in this area, you might want to consider building consensus across all layers of your organization about where you collectively want to go.

2. Systems and mechanisms

About this section

This section focuses on the digital tools, infrastructure, and delivery systems your organization relies on. These are what make digital strategy real, from how services are delivered to how data flows. You will find steps to improve integration, accessibility, and adaptability.

What good looks like

Up to date tools and infrastructure that are integrated with each other and designed for accessibility. Supportive planning and delivery processes, including enabling budgets and procurement frameworks.

What organizations need to do

- ☐ **Audit existing tools and infrastructure.** Take time to regularly review the digital tools your organization uses, including internal processes like communication and file sharing, and external ones related to the services you provide or stakeholder engagement, like data storage. Building a simple spreadsheet or a conversation with staff can help identify tools that are outdated, redundant, or no longer effective.
- ☐ **Treat procurement as an opportunity to test and adapt.** Procurement is not just about large-scale purchases. Where possible, small-scale pilots, free trials, or open-source tools can be explored with minimal risk. When larger procurement processes are followed, make sure to design for flexibility and include criteria like accessibility, sustainability, and ease of onboarding in your decision making. For organizations with limited autonomy in procurement, informal experimentation can still provide valuable insights.
- ☐ **Provide practical training and peer support.** Even the best tools are underused if people are not confident using them. Make time for practical, hands-on training that focuses on how tools should be used in real workflows, not just their features. Encourage peer-to-peer support within an organization: short how-to sessions, including screen-share walkthroughs, or reference guides can go a long way. This is particularly true when the perceived difficulty of using a software reflects the lack of formal or ongoing training and support, rather than the software itself being particularly difficult to use.
- ☐ **Prioritize accessibility from the start.** Accessibility is not optional. Choose tools that are simple to use, mobile-friendly, and work well in low-bandwidth environments. Look for platforms that meet international accessibility standards, and test tools with real users where possible. Design with your full community in mind, not just your most digitally fluent members.

- ☐ **Improve integration and reduce duplication.** You do not need advanced systems to make tools work better together. Integration can be as simple as linking online forms to shared drives, using consistent naming conventions, or setting up automated notifications. Look for opportunities to streamline how information flows across systems, reducing manual data entry and duplicated effort, even with the basic tools. A short period of focused investment can save significant time and effort.
- ☐ **Plan for sustainability.** Once a system is launched, it is crucial to plan for its ongoing maintenance. Put aside time each quarter to review systems, as even small adjustments can have a big impact. Set reminders for license renewals, determine who will be responsible for managing accounts and access, and plan for knowledge transfer during staff or volunteer transitions. Finally, budgets should reflect not only what you need to start, but what you need to sustain and improve a digital tool or system over time.

Guide: adopting digital tools library

Science organizations do not always need advanced infrastructure, but they do need confidence in choosing and using tools that fit their mission.

Here is a curated list of resources to help organizations make better decisions about the digital tools they use.

CAST Digital Resource

A library of digital resources from CAST, a charity supporting social impact organizations to use digital, data and design.

Visit site

Shared Digital Guides

Also from CAST, a shared repository of guides submitted by over 60 non-profits. Has a search bar feature.

Visit site

NCVO Digital and Technology resources

From the National Council of Voluntary Organizations, and provides free help and guidance on a wide range of digital tools and processes.

Visit site

Accessible web content guide

An introduction to web accessibility, from the Web Accessibility Initiative.

Visit site

Reflection

Reflection questions

- *Does your organization have a clear, up-to-date list of the digital tools and systems currently in use?*
- *Is your organization making full use of existing digital tools, or is a lack of training limiting their potential impact?*
- *If you are thinking of conducting a procurement process, what are one or two small activities you could do to be more confident customers? Is there an independent expert who could advise you?*

Final reflection

If your digital maturity score was low in this area, you might want to consider starting with a simple audit of your existing tools and systems. Look for areas where duplication, inaccessibility, or lack of integration are holding things back and identify small changes you could make.

3. Skills, experience and culture

About this section

This section focuses on your organization's capacity to lead and sustain digital change. It highlights the value of experiencing what it is like to lead digital initiatives in science organizations, and a culture that supports experimentation. Strengthening internal capabilities is not just about training, it is about enabling people to work differently and adapt to new tools and ideas. You will find ways to help empathize with and understand your stakeholders, as users of products and services you offer, as well as methods to help you work in iterative, experimental ways.

What good looks like

In-house technical intelligence, including experience leading digital projects and in leading partnerships for implementation. The organization has experience using a range of innovation methodologies, including user-centered design, a culture of experimentation and iteration, and an appetite for organizational change.

What organizations need to do

- ☐ **Start with the real work, not the ideal tools.** Improving digital capability begins with understanding how people actually work now. Encourage teams to map or talk through real workflows, like publishing a report or running a virtual event. Use simple visualization methods (like physical sticky notes or a virtual whiteboard, flow diagrams, shared docs) to spot delays, gaps, or duplicated effort. Making invisible processes visible helps teams build shared understanding and identify opportunities for change.
- ☐ **Build skills through practice, not perfection.** Skills do not need to come from formal training alone. Introduce small, practical methods like user journey mapping (see below), short feedback loops, or light prototyping. Provide easy-to-use templates or checklists that guide people through unfamiliar processes. Focus on building confidence through repeated use and reflection, and for teams to learn and gain confidence by doing, as well as through one-off instruction.
- ☐ **Create space to experiment safely.** Leaders can help by framing experiments as a way to learn, rather than a risk to avoid. Create routines for teams to reflect on what they are learning and how it connects to the organization's broader goals. Whether it is through quarterly retrospectives, team debriefs, or informal check-ins. Position learning as progress in its own right, not just a by-product of success.
- ☐ **Involve users through the design process.** Move beyond collecting feedback on tools and services as an afterthought. Involve users, whether they are members, grantees, researchers, or students, throughout the process of shaping a tool, process, or service. For example, you could invite a small group of 'champions' to test early versions of a tool to discuss key features or other design considerations. These kinds of sessions also do not have to be formal: even a one-hour conversation with a few users can surface valuable insight.

Tool: User Journey Mapping

If you are managing a science organization, it is likely that a wide range of people interact with you across many touchpoints: whether attending events, receiving emails or letters, accessing your website, paying or renewing a membership, and so on.

Each of these interactions matter. Where the people who use your products or services feel delight, or friction, or curiosity affects their overall experience, which affects how likely they are to engage and contribute to what you do.

We refer to this overall experience as a user journey.

You can use this **User Journey Mapping** tool to visualise a user's journey through your offer, and better understand their experience.

By the end, you should have a set of focus areas - specific moments or aspects of the user's experience that are not working well or could be improved - that you should consider changing. Even small shifts in these areas can deepen user engagement and help your organization deliver greater value.

👉**Access the full version of the tool here**

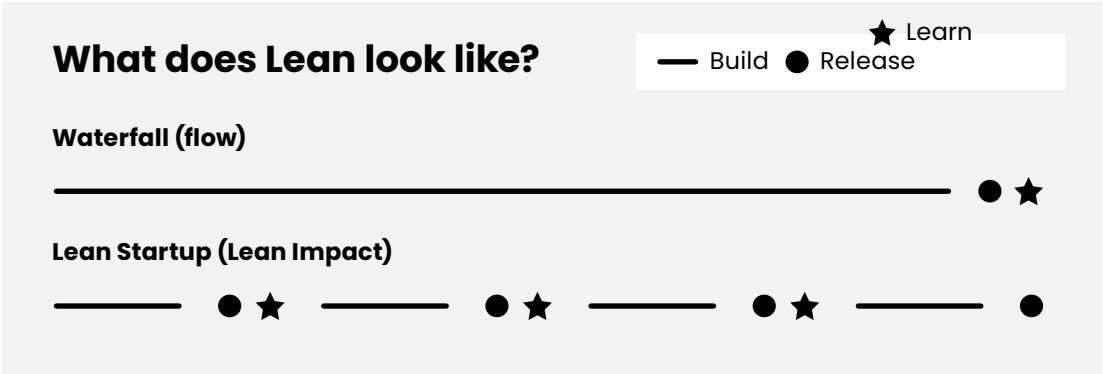
Tool: Working in Experiment Cycles

This tool can help you test and refine digital solutions through iterative, low-risk experimentation cycles. It helps ensure you learn more about the assumptions you make about your future users by soliciting real world feedback in a way that is much cheaper and quicker than building the 'real thing'.

Step 1: Choose a project worth testing

Pick a real project or idea that could benefit from a 'Lean' approach:

- You have a defined problem and a possible solution
- You are unsure if that solution will actually work
- You cannot afford to get it wrong (e.g. funding only allows for one launch)
- You need evidence or proof before others will support your idea



Step 2: Capture your problem and idea clearly

Write a one-sentence version of:

- The **problem** you are trying to solve
- The **idea** you want to test

Example

- ***Problem:*** *Members are not engaging with our online events.*
- ***Idea:*** *Run shorter, more focused webinars with breakout groups.*

Step 3: Identify and rank your assumptions

Every idea rests on assumptions: things you are treating as true, but have not yet proven. Identify **three assumptions** your idea relies on. These could relate to:

- **Users**, e.g. "Our members are available at lunchtime."
- **Technical feasibility**, e.g. "Our team can host breakout groups smoothly."
- **Resources**, e.g. "We have enough staff to run multiple short sessions."

For each assumption, give two ratings:

- **K**nowledge: how much you know already (1 = nothing, 5 = confident)
- **O**vercome: How easy it would be to fix if you are wrong (1 = hard, 5 = easy)

Add the two numbers together.

The lowest score = the most **C**ritical assumption, and that is likely what you should test first.

National Academy of Sciences				
You challenge & your idea for solving it	**Your assumptions:** Things that need to be true for the idea to work	**K** 5 high, 1 low	**O** 5 high, 1 low	**C** = K+O
Problem: There is no shared database for biodiversity amongst local institutions, which makes it hard to baseline new government biodiversity projects. **Idea:** Create a shared database which institutions will upload data to in real-time.	(Users) local institutions are willing to share their biodiversity data with others.	4	1	5
	(Resources) local institutions will be able to bear and justify the cost of the tasks inherent in uploading biodiversity data as it is gathered.	3	3	6
	(Tech) We will be able to design an algorithm which categorizes incoming data reliably and eliminates duplicate submissions.	4	4	8

Step 4: Design your experiment

Take your riskiest assumption and ask:

- What is the **minimum proof** I need to see to believe this is true? This is something you will observe or measure, that you can hold yourself accountable to.
  - Make it specific and tangible
  - Make it good enough/close enough
- Design a people-centred experiment. A good experiment gives them the opportunity to respond to a part of your idea as if it were already real. But keep it light. You do not need to build the full solution, just enough to learn something meaningful.
  - Solicit real world, real-user feedback
  - Be specific about the activity
  - Make it cheaper and quicker than building the 'real thing'
  - Give the experiment a specific 'end' point

Example:

- Assumption: *Members will attend shorter, more focused webinars*
- Minimum proof: *15 people register and 10 attend a 30-minute trial session*
- Experiment: *Send an invite for a one-off session and track turnout and feedback*

Step 5: Learn and iterate

Once your experiment is complete, take the time to reflect and write down:

- What happened?
- What surprised you?
- What would you do differently next time?

Use these insights to adapt your idea, or move forward with more confidence.

You do not need permission or perfection to start experimenting. What matters most is holding your experiments to a minimum proof that you can measure and reflect on, and keeping them small and focused so that you can learn quickly. The goal is not to get everything right the first time, it is to get closer to building the right 'thing' by learning in a more mindful and efficient way.

Reflection

Reflection questions

- *Are teams encouraged to try new approaches, even if they are not sure they will work the first time?*
- *When a new tool or process is introduced, is there time and space for people to learn, adapt, and reflect on what is or is not working?*
- *Are users, members, or stakeholders involved in shaping solutions early enough to influence the outcome?*

Final reflection

If your digital maturity score was low in this area, you might want to explore ways to make learning safer and more visible in your organization, by giving people the time and permission to test new ideas and share what they have learned.

4. Data

About this section

This section focuses on how data is collected, managed, and used across your organization. Strong data practices support better decisions, stakeholder trust, and learning. You will find practical steps for making data more relevant, secure, and actionable.

What good looks like

Data is collected and evaluated across the organization, including how stakeholders use products and services. Every piece of data is relevant, transparent and secure.

What organizations need to do

- ☐ **Understand your data landscape.** Create a simple inventory of the data your organization collects, whether that is through customer touchpoints, surveys, or attendance records from online events. Identify what is useful, what is outdated or redundant, and the data you do not collect that might be useful. Review any policies that affect the organization when it comes to data.
- ☐ **Standardize how you collect data.** Keep data collection focused on what is most useful to your goals, and establish shared templates and clear protocols so that everyone in the organization collects data in the same way. Even basic standards can improve quality and make data easier to share, reuse, or combine across systems.
- ☐ **Make data part of everyday decisions.** Encourage teams to reflect on what data is telling them, whether after an event or planning particular activities. Simple dashboards with regularly reviewed data can help integrate this approach into regular practice. Finally, document how and why data was collected to make it easier to interpret and reuse.
- ☐ **Build data skills.** Support staff and other collaborators to build comfort working with data. This could be through informal walkthroughs, peer-to-peer sessions, or creating short guides. Aim to embed basic practices around data quality, relevance, and ethics into everyday practice.
- ☐ **Be transparent and accountable.** Aim to be open with your stakeholders about what data you are collecting, how you will use it, and how it is protected. Store data securely, manage access appropriately, and follow relevant legal and ethical standards, including informed consent and responsible use.
- ☐ **Make your data work for others.** Whether adding metadata to boost your website's search visibility or managing research data online, small steps can go a long way. Aim to make your data findable, accessible, interoperable, and reusable (FAIR). This allows others - both within and beyond your organization - to discover and fully access the value your organization is providing.

Guide: Data management for science research in the age of AI

This short guide is designed to demystify key concepts for science organizations who want to strengthen how they manage their research data, adopt open science practices, and leverage AI to improve data discoverability.

Research data includes research outputs like publications, datasets, software, reports, and even documentation of research processes or workflows. It does not cover all the data that an organization might use, such as administrative or financial data, but instead focuses on the data that is directly tied to research activities, publications, and collaboration with the open science ecosystem.

What is data management?

Data management describes how data is stored and secured, who has access to it, and where it resides in an organization's IT infrastructure. A data management policy guides how an organization establishes uniform data standards according to the FAIR principles, and incentivises good Open Science practice regarding the collection, handling and disposition of data to ensure both integrity and security of the data.

Open science and inclusivity in LMICs

Open science is underpinned by concepts of equity and inclusiveness. But digital inequalities experienced by LMIC science organizations can, nevertheless, determine who can contribute to open science efforts and who can benefit from the resulting innovations.

Since the open sharing of scientific knowledge takes place mainly online, building of relevant digital skills and digital literacy is important for LMIC science organizations and their stakeholders as a foundation for wider participation.

For a science organization to effectively engage in open science, other elements of digital maturity are therefore important, like infrastructure, tools and wider change management on mindsets and approaches.

Interoperability and data management policies

LMIC science organizations should enable interoperability and the sharing of information across organizational boundaries where appropriate, being mindful of issues of data governance, ethical considerations, and technical infrastructure. This entails clear guidelines for data collection, storage, sharing, and analysis, while also building capacity for data management and stewardship.

A data management policy is an essential requirement of many compliance frameworks such as GDPR, ISO 27001, and NIST, amongst others. Such frameworks define a set of established rules and guidelines for data protection and managing risks that governs how an organization can operate ethically, legally, and responsibly. Non-compliance to these rules not only has monetary impact on the organization's ability to attract funding. It can also impact reputation risk and loss of stakeholder trust, limiting international science collaboration in the long-terms.

If your digital maturity score was low in this area, you might want to explore ways to make learning safer and more visible in your organization, by giving people the time and permission to test new ideas and share what they have learned.

Managing data in the age of AI

Data that is made publicly accessible to AI applications can be used for training machine learning models, making predictions, and improving decision-making. This relies on data that is accurate and well-structured according to common metadata standards. However, ensuring metadata is consistently rich and high-quality is often tedious and requires specialized data curation expertise, typically carried out manually and creating a bottleneck in the data management workflow.

Data management workflows can use artificial intelligence (AI) systems to compile and enrich metadata for research outputs by streamlining the process of generating, refining, and enriching metadata at scale, making data not only more accessible but also more understandable. It can do this by auto-generating summarized content, supporting semantic tagging and controlled vocabularies for improved discovery, and handling repetitive tasks like copying content across sources with controlled terminologies.

Data management policies should also take into account the level of human oversight required when using AI tools to prove workflows. This will include activities like checking or reviewing, establishing evaluation metrics for tool success, and wider governance of using AI tools.

Useful resources

- The UNESCO Open Science Toolkit provides a comprehensive set of resources to develop science, technology and innovation systems that meet the UNESCO Recommendation on Open Science.
- A FAIR data policy enabling checklist is provided by the FAIRsFAIR project, and can be used to assist in creating and refining policies that promote open and responsible data practices.
- How to be FAIR with your data - A teaching and training handbook for higher education institutions.
- FAIR Data Self-Assessment Tool - A tool to help assess the findability, accessibility, interoperability, and reusability of your research dataset, with practical suggestions to improve its FAIRness.
- FAIR Implementation Framework - Framework to guide you through realistic action and engagement plans for implementing FAIR principles.
- How to GO FAIR - Another framework that provides essential steps towards a global Internet of FAIR Data and Services.
- Leveraging Artificial Intelligence for Data Management in Digitization Projects (Presentation for the 7th DIRISA Annual National Research Data Workshop, Pretoria, South Africa, 3 July 2025). A presentation focused on digitization, listing useful AI tools that can support the data management workflow.
- Preparing National Research Systems for AI - A paper by the ISC on how national research ecosystems can use AI, including case studies, and with a particular focus on the Global South.

Case study: Research data integration at the University of Cape Town

Many science organizations have responded to the exponential growth in big data, open science and international research collaborations by introducing multiple research management systems, often incrementally, supported by different business units and inevitably operating in silos. These might include an organization using a research administration system (CRIS), an Open Science repository of research outputs (including publications, reports, data, software, workflows amongst others), and online data management planning tools.

The University of Cape Town (UCT) faced such fragmentation across its multiple research management systems, which also resulted from personal researcher preferences to use certain tools. This led to duplicated data entry, incomplete metadata, and processing delays, making it difficult to meet funding and reporting requirements.

To combat this, UCT decided to integrate its systems, choosing its electronic research administration system as the central primary data source and automating metadata harvesting through a platform run by OpenAIRE, a not-for-profit organization which looks to support Open Science practices. It is a free service, originally limited to the EU, but now open to all.

The different repositories used by UCT were checked for data quality and compatibility to be registered with the OpenAIRE service. This then allowed metadata to be automatically collected using APIs, where it is cleaned, organized, and linked with global research records. The enriched metadata is then returned and added to the central research system for better management and visibility.

Researchers now see a complete and enriched list of research outputs displayed in the electronic research management system, directly helping them when it comes to making grant applications, for example, without needing a major change to individual workflows.

The success of this initiative also comes from the creation of tools and guides to support change management. This included advocacy, workshops, and a dedicated helpline for urgent assistance where required.

Reflection

Reflection questions

- *Do you know what data your organization currently collects, and why?*
- *Are teams confident using data to inform decisions, or is it mostly stored and forgotten?*
- *Are there clear practices in place for documenting, storing, and sharing data in a way others, including computers, can understand?*

Final reflection

If your digital maturity score was low in this area, consider mapping your data landscape and assessing where small changes to existing practices could add value to your organization.

5. Stakeholder engagement

About this section

This section focuses on how your organization builds relationships with the people it serves. Engagement is more than outreach, it is about listening, adapting, and staying connected. You will find strategies to deepen two-way engagement and strengthen trust.

What good looks like

There is frequent and deep engagement with the organization and the services it provides, with candid feedback on where user needs could be better met.

What organizations need to do

- ☐ **Tell human-centered stories.** Relatable stories help make complex information accessible and memorable. Rather than simply presenting facts, try to tell stories that connect emotionally and make the data personal, allowing stakeholders to see the relevance to their own experiences. Doing this through internal 'champions', who are people at your organization who may be closest to the work, can build trust. The goal is to create narratives that not only inform but also inspire, helping stakeholders connect with the organization on a deeper level.
- ☐ **Leverage digital tools and platforms.** Experiment with digital platforms like newsletters, social media, podcasts, and videos to reach diverse audiences and engage them in different ways. Use tools that align with the habits and preferences of your stakeholders to increase effectiveness.
- ☐ **Build ongoing, two-way engagement.** To foster deeper engagement, create regular touchpoints, such as updates, interactive sessions, and feedback channels, inviting candid input. This requires organizations to go beyond just broadcasting information; they must actively listen to their audience and respond to their needs. Embedding two-way engagement improves the relevance of future communication and creates opportunities for meaningful collaboration and improvement. Building this level of engagement requires curiosity to understand stakeholder perspectives as well as courage to adapt and innovate based on feedback.
- ☐ **Make engagement simple and relevant.** Stakeholders engage more when the content is clear and relevant. Use clear calls to action and reduce complexity in your messaging. Timeliness also plays a role: connecting with a key moment that matters to one group of stakeholders, for example. Whether it is an event, a new piece of research, or a call for action, aligning your communication with what is important to your audience makes their engagement feel relevant and worthwhile.

Tool: Master your engagement with the MASTER Framework

The **MASTER framework** is a practical tool designed to help organizations foster innovation by focusing on the behavioral psychology of those being communicated with. For stakeholder engagement, this framework is relevant because it can help align your communication goals with your stakeholders' needs and behaviors.

- Messenger: Choose trusted voices to deliver your message.
- Attractive: Make your message compelling and relevant to your stakeholders' interests.
- Social: Leverage social proof and community norms to encourage engagement.
- Timely: Deliver messages when they align with stakeholder needs or events.
- Easy: Simplify communication and calls to action to reduce barriers.
- Regular: Maintain consistent communication to build trust and momentum.

Messenger Who could the message come from to be most effective?	**Attractive** What intrinsic or external things would motivate? Could we be appealing more to internal motives?	**Social** How could we use 'social proof' to encourage use across teams?
Timely When in their day or year could we insert the 'thing' in a process? Think: 'when….then….'	**Easy** How can we remove all the friction to speed things up? (Or add it in to slow things down?!)	**Regular** How could we build habits over time?

When you are crafting a piece of stakeholder communication, consider the framework and design your communication to meet all of these six dimensions.

Reflection

Reflection questions

- *How can you empower the most trusted voices within your team or organization to share stories and champion engagement?*
- *Do you have a clear understanding of how different stakeholder groups prefer to engage? How specific can you be in segmenting these groups and tailoring your approach?*
- *Are there structured processes for gathering and responding to stakeholder feedback? How is this input reviewed, acted upon, and communicated back to stakeholders?*

Final reflection

If your digital maturity score for stakeholder engagement was low, start by identifying one key stakeholder group and creating a more straightforward, two-way communication channel for them. Try incorporating regular touchpoints like feedback forms or simple check-ins, and aim for consistent engagement rather than perfection.

6. Access to technology and tools

About this section

This section focuses on whether your stakeholders can reliably access the tools you offer. Without access, even the best-designed platforms will not deliver impact. You will find guidance on how to reduce barriers, adapt to access challenges, and support inclusion.

What good looks like

Supportive infrastructure, including fast and reliable internet access, penetration of digital devices, and access to the organization's software and tools.

What organizations need to do

☐ **Assess and monitor stakeholder access.** Regularly assess how stakeholders are accessing your tools and resources, including factors like internet reliability, device access, and specific accessibility needs. Ongoing monitoring helps your organization stay attuned to changing circumstances and respond effectively to barriers. Encourage stakeholders to report any difficulties they face when engaging with your content or platforms. Without this feedback, it is impossible to identify access constraints.

☐ **Design for low-resource contexts.** Ensure your tools and platforms are accessible to users in low-resource settings by building for limited bandwidth, device access, and connectivity from the start. This could mean using lightweight webpages, offline-capable apps, or content formats that reduce data usage, like audio summaries instead of videos. Where possible, offer multiple channels for engagement, including low-tech options such as SMS engagement or in-person meetings. Designing for low-resource users in this way not only improves usability but embeds equity and inclusion into your products and communications from the outset.

☐ **Ensure accessibility compliance.** Organizations should select and configure software and tools that meet recognized accessibility standards, such as WCAG (Web Content Accessibility Guidelines). Ensuring that these tools are accessible to people with disabilities, such as providing screen reader compatibility, captioning for videos, or easy navigation for users with limited mobility, ensures that everyone can access and participate. This should be a core principle during the selection and integration of any new tool, not just an afterthought.

Case study: Designing an online conference at the International Sociological Association

The International Sociological Association (ISA) is preparing to stage its first fully-online World Congress from June 25-27, 2026. This event marks a significant step forward, drawing on lessons from three prior formats: a COVID-era digital-only event (2020), an experimental hybrid event (2023), and many in-person conferences since ISA's founding in 1948. Each of these past formats provided critical insights into the challenges and opportunities of creating an accessible conference for a global audience.

ISA's approach to designing this online congress is rooted in accessibility, inclusivity, and a user-focused mindset. The team recognized that to engage every participant meaningfully, the digital experience needed to cater to a diverse, global audience. This required addressing barriers such as language, location, and technology availability.

One of the key moments in which ISA wanted to ensure that these considerations were made was through the procurement of a supplier who would deliver the technical aspects of the online conference. As part of the ISC Digital Journeys project, ISA worked with an online experiences coach to systematically detail who their participants were, the barriers they faced, and how these insights should shape platform selection, session formats, and interactive elements. The goal was to create a Request for Proposal (RfP) document that clearly outlined their digital needs, ensuring the chosen technical solutions were both accessible and cost-effective.

ISA's journey to designing this accessible online conference provides a valuable model for organizations looking to deliver digital events. By focusing on the needs of their diverse participants and using a flexible, user-centered approach, it set a strong foundation for the upcoming 2026 World Congress.

For those looking to design their own inclusive online events, the tool Planning Your Online Conference offers practical insights. It can walk you through the process of creating an engaging, accessible online conference, informed by ISA's experience and the tools developed through the ISC Digital Journeys project.

👉**You can access the tool here.**

Reflection

Reflection questions

- *Are there specific groups within your stakeholders that are systematically excluded due to access constraints?*
- *How does your organization currently assess and respond to stakeholder feedback related to digital access challenges? Do you have regular check-ins or a formal feedback process?*
- *Do you check your tools against established accessibility standards like WCAG during procurement or design?*

Final reflection

If your digital maturity score in this area is low, a good starting point is to map your stakeholder groups. List out who you engage with and explore their levels of digital access. This will help you spot specific groups whose accessibility needs are not being met and guide more inclusive design and engagement decisions.

7. Stakeholder readiness

About this section

This section focuses on your stakeholders' confidence and capability to engage digitally. You will find ways to support learning, adapt to different levels of digital confidence, and turn early adopters into champions.

What good looks like

Stakeholders are digitally literate and use digital tools regularly in their professional lives. Stakeholders are proactive in learning more about digital technologies and their relevance to their work.

What organizations need to do

- ☐ **Assess digital literacy and familiarity.** Regularly evaluate stakeholders' digital skills and comfort levels with the tools you use. This can be done through informal check-ins, like one-on-one chats, short emails exchanges, or short practical surveys, which can happen after training sessions or as part of regular communications. Understanding these digital literacy gaps will allow you to prioritize training for stakeholders who need it most, and ensure that your tools and services you provide are accessible to everyone.
- ☐ **Provide targeted digital skills training and onboarding.** Offer tailored training sessions that are specific to the tools your stakeholders will use and, as much as possible, focus on foundational skills for those with limited digital experience. You may want to signpost or publish some basic guides alongside a particular tool, or provide more formal training to make adoption as smooth as possible.
- ☐ **Leverage peer learning and support.** Consider creating a support system through peer mentors or internal user communities. Empower digitally confident stakeholders to act as *Digital Champions*, helping others to navigate new tools. Setting up peer-based support in this way will encourage collaboration and knowledge-sharing between your stakeholders.
- ☐ **Monitor and adapt based on feedback.** Continuously gather feedback from stakeholders about their experience with digital tools and regularly assess whether they are meeting their needs. Adapt your approach based on feedback to keep engagement relevant and effective.

Case study: Meeting learners where they are at The University of the South Pacific

The University of the South Pacific (USP) takes a proactive approach to digital readiness in a region where internet access, devices, and digital literacy levels vary widely. Recognizing these challenges, USP developed a strategy rooted in meeting students and other stakeholders where they are.

To support their incoming students from day one, USP runs orientation workshops and digital skills surveys for incoming cohorts. These help identify gaps and opportunities for early support. For example, students unfamiliar with platforms like Moodle or Zoom are offered additional support modules to build their confidence.

Finally, USP is exploring how they can offer free training on cybersecurity for local communities, and the ethical use of artificial intelligence training for government employees across the South Pacific. The approach therefore not only supports USP students but looks to strengthen digital readiness across the region.

Reflection

Reflection questions

- *Have you gathered feedback to identify areas where stakeholders struggle using your digital tools and platforms?*
- *What signals show you that stakeholders are growing in their digital confidence not just using the tools, but using them well?*
- *What informal support systems (e.g. peer learning, digital 'champions', quick reference guides) could you set up and test, to help stakeholders get more comfortable with the digital tools and platforms you offer?*

Final reflection

If your digital maturity score for stakeholder readiness was low, start by assessing the current comfort levels and digital skills of your stakeholders with the tools and resources your organization currently provides, and try and disaggregate these into groups.

Cross-cutting recommendations

Across all dimensions of digital maturity, here are three cross-cutting recommendations that should guide future efforts.

1. **Secure leadership buy-in.** Leadership support is crucial for aligning your team's digital efforts. Securing this familiarity and buy-in can take many forms: whether through participation in strategy workshops or regular communication of progress and learning. In whatever way this makes sense to your organization, make sure there is this alignment between senior leadership and implementers.
2. **Embrace risk, change, and iteration.** To unlock the full potential of digital tools and ways of working, try to adopt a mindset of experimentation and continuous learning. This can clash with traditional incentives that favour certainty and predictability. However, in the fast-evolving, user-driven world of digital, those expectations are outdated. A more realistic and effective approach is one that is adaptive to emerging challenges.
3. **Planning for the long haul.** While quick wins are possible (as this toolkit hopefully shows,) Digital transformation is hard, and the rewards often take time to manifest. It is therefore important to stay consistent and set goals that are both ambitious but achievable over time, whether that is a year or an election cycle. The upside of recognising this long-term view is a realization that you can fundamentally shift how your organization operates through steady, deliberate change, one step at a time.

Monitoring and communicating progress

Evaluating your digital activities is crucial if you are to plan for the long haul, embrace risk, change and iteration, and secure commitment and buy-in across your whole organization.

This means tracking your big-picture goals as well as the smaller signals of progress that show you are moving in the right direction. Done well, this creates a flexible, ongoing approach to digital transformation that connects everyday learning with long-term ambition.

How you conduct monitoring will depend on your organization's structure and context.

When it comes to monitoring and communicating progress, it is essential to treat the process as an evolving journey. Digital maturity is not a fixed endpoint but a continuous progression, and regularly revisiting your digital maturity scores and plans is crucial for ensuring that your strategies remain aligned with the realities on the ground.

This requires an organization-wide culture that fosters openness, courage, and curiosity, one that embraces experimentation and is comfortable learning from both successes and setbacks. Transparency is key here, as openly sharing your findings helps maintain engagement and buy-in from your team and stakeholders.

It is also important to pay attention to qualitative insights and stories. These can offer context and depth to more quantitative data, and can help you to advocate for the value of digital initiatives more effectively.

Also important is creating recurring moments for reflection, allowing the team to pause and assess progress in real-time. These regular opportunities for feedback help ensure that strategies are consistently aligned with broader goals.

Sharing the learnings from both successes and failures fosters a culture of trust and encourages collective growth. By embracing continuous reflection, adaptation, and an open mindset, your organization can make the most of any digital initiative you make.

From action to a continuous process

From reading this section, you should have moved from an understanding of your digital maturity to some ideas for how you could improve your current standing.

Whatever steps you take, they will be part of an ongoing process and not a one-time effort. The key is to learn, reflect, adapt and iterate, creating your own dynamic digital journey as you go.

Conclusion

A digital journey that never stops

Building digital maturity is an ongoing journey that evolves over time, continuously shaped by an organization's context and experience. It involves a constant process of assessing and taking action, to adapt, evolve, and make informed decisions as digital technologies and stakeholder needs change.

For science organizations, digital transformation is not a choice, but is essential to staying relevant, and any organization can take steps to explore and build their digital maturity.

Nevertheless, this toolkit is structured according to a framework that acknowledges that digital tools and ways of working are dependent on the stakeholders they serve as well as the digital maturity of the organization. Teams or individuals working within scientific institutions, particularly those with a presence in low- and middle-income countries (LMICs), face unique challenges in harnessing the opportunities of the digital age that must be considered.

Thank you for taking the first step towards strengthening your digital maturity. The tools, resources, and strategies in this toolkit are just the beginning. Keep experimenting, learning, and adapting to ensure that your digital journey continues to support your organization's growth and success in the ever-evolving digital landscape.

Now, with the knowledge and tools at your disposal, you are ready to embark on the next phase of your digital transformation.

Good luck!

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