

LOUIS RHEAD

europæana

**ANSWERING THE
CALL TO CULTURE**

Annual Report & Accounts 2017

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Foreword

2017 started with an opportunity to refocus. In 2014, we launched the Europeana 2020 Strategy, and in 2017, after a year-long conversation with stakeholders, from culture-lovers to MEPS, and curators to creatives, the [strategy was updated](#).

In our 'Call to culture', we announced that to create more value as a platform, Europeana would focus on three strands of work - making it easy and rewarding for cultural heritage institutions to share high-quality content, scaling with partners to reach our target markets, and engaging people on our websites and via participatory campaigns.

This annual report shows that we have already made progress but that there is also still a way to go.

We continue to develop partnerships and scaling opportunities to reach our target markets - cultural heritage institutions, European citizens, research, education and creative industries. The Europeana Research Grants Programme is an encouraging example. The volume and quality of applications demonstrates the need for digital cultural heritage in research. We're looking forward to seeing the winning projects develop.

Culture-lovers and creatives continue to exhibit their appetite for heritage material, and we have strived to satisfy them with more curated content, via impressive new thematic collections, exhibitions and galleries, opportunities to participate in competitions and challenges, and greater reuse potential with further development of our technology and APIs. And we are delighted that the Europeana REST API this year became an award-winner at API World.

We have also faced a challenge with the way Google handles Europeana Collections pages, resulting in fewer visitors to the site than anticipated. While the number of item pages in Europeana Collections increased, the number of pages included in Google search results - our main driver

of traffic - went down. We have undertaken detailed analysis of the issue and put a range of measures in place to counteract the downturn. Since we started enhancing our data and making it work better for SEO in September, traffic has started to increase but there is still ground to be made up.

It was also a year of research and organisation, internally and with partner institutions, in preparation for our role as a partner of the European Year of Cultural Heritage 2018. Our pan-European campaigns for 2018 - Europeana Migration and Europeana 1914-1918 Centenary Tour - were launched in Milan in December at the Europeana Network Association AGM and the European Culture Forum 2018.

This is the annual report of the Europeana Foundation - the operator of the Europeana service, which is an initiative of the European Union. But the Europeana vision is not something that we can achieve by ourselves. It requires the hard work and passion of all the partners in the DSI, the Europeana Network Association, the Europeana Aggregators' Forum, and the participating cultural institutions, as well as other partners, contributors and collaborators. Many thanks for your continued support, we're on this journey together.

#AllezCulture!



Harry Verwayen,
Executive Director, Europeana Foundation

The Hague, 19 June 2018

Summary

The strategy

An update to the Europeana Strategy 2020 sees the areas of focus change to making it easy and rewarding to be part of Europeana, scaling with partners and engaging people.

An ambitious new content strategy aims to increase quality over quantity and open the data wherever possible.

The Europeana Impact Playbook helps cultural heritage institutions develop a better understanding of the changes their activities bring about.

The material

Europeana Collections provides over 51 million cultural heritage items, and new-for-2017 are six thematic collections, 114 galleries and nine exhibitions.

56% of the digital cultural heritage is in the public domain or licensed to allow some kind of reuse, while 18% meets the criteria for Tier 3 or 4 of the Europeana Publishing Framework.

European citizens engage with it via creative competitions - culture-lovers create GIFs, share photos, transcribe documents and colour in classics.

Researchers use it for new insights - Europeana Research Grants Programme sees thought-provoking results for 2016's winners, and announces 2017's winners.

Educators build resources with it - partners embed Europeana Collections material so teachers can create learning activities, rich online courses, webinars and MOOCs.

Developers get creative with it - Europeana match-funding winners achieve crowdfunding success.

The people

Elisabeth Niggeman, Director General of Deutsche Nationalbibliothek, returns as Chair of the Europeana Foundation Governing Board, aspiring to a Europeana that nurtures creativity, and spurs innovation and entrepreneurship.

Leading the Europeana Network Association is new Chair Merete Sanderhoff, from the Statens Museum for Kunst (SMK), with eight new members joining the now 36-strong Members Council.

Europeana's founding Executive Director, Jill Cousins, announces that she is stepping down after more than a decade at the helm.

The technology

Three websites - Europeana Professional, Europeana Labs and Europeana Research - come together under one roof at Europeana Pro.

Discovery gets easier on Europeana Collections with new 'entities' - entry pages to works by or about a particular person or topic - and 'vocabularies' linking Europeana data to other respected datasets.

Europeana's REST API wins the Data API Award at the world's largest API conference.

Market 1 - Cultural heritage institutions

The fourth [ENUMERATE study](#), published in November, showed that the number of institutions with a digital strategy has increased since 2015 (from 34% to 42%) and that 82% of institutions participating in the survey now have a collection available digitally. The study found that on average, 22% of material held by the institutions surveyed has been digitised.

This positive progress reinforces the need for us to work with the cultural heritage sector to make institutions feel rewarded for their involvement in Europeana, to connect them with their peers and to make their collections available in high quality, with standardised rights statements that allow for reuse.

And we're getting there. [Research](#) carried out this year shows, for example, that 81% of data partners surveyed said that being part of Europeana has led to an increased number of collaborations and partnerships for their institutions, and the number of people who think that openly licensed data and content is important for their institution has doubled since working with Europeana (25% to 49%).

Working with aggregators

Our aggregation infrastructure is hybrid, grown organically. While a single direct route into Europeana seemed the desirable approach, our exploratory work makes it clear that the existing network of aggregators gives scale, interoperability and distributed ownership. Weighing up return on investment, our efforts now need to go into technology to make aggregation easier. In response, our new internal data workflow and publishing system, Metis, will ultimately provide greater automation, better reporting and simpler publication. It will come into use in-house in 2018.

Improving data quality

We want to get the right content to the right person at the right time. So in March, we published a new [Content Strategy](#), designed by the Europeana Foundation and experts representing museums, libraries, archives and audiovisual archives. Over the next two years, we aim to increase quality over quantity and open the data, with an ambitious goal of having 80% of content at Tier 2, 3 or 4 of the Europeana Publishing Framework by 2020.

Sharing great collections

Working with DSI partners and aggregators, we have had the pleasure of publishing some truly inspiring and high-quality collections. For example, the [Finnish National Gallery](#) collection was updated to include high-resolution digital reproductions of the gallery's artworks. The [Mauritshuis published 845 paintings from its collections](#) in high-resolution and in the public domain. And the [Nationalmuseum Sweden collection](#) was updated to improve its rights statements and to publish over 3,000 high-resolution images using the image interoperability standard, IIIF.

'One of the main reasons for digitising collections is to make them more available to the public, of course, but releasing the digital images into the public domain truly makes them as accessible as possible.'

Lea van der Vinde, curator, Mauritshuis

Spreading the knowledge

In November, we released a [Massive Open Online Course](#) (MOOC) aimed at librarians and cultural heritage institutions wanting to bring their collections into Europeana. The course introduces the Europeana Data Model, and explains how existing data is transformed and how it is presented on the Europeana Collections site.

Expanding our vocabularies

To increase interoperability, multilinguality and standardisation of data provided by cultural heritage institutions, we have developed two vocabularies. One for Europeana Migration, which will be picked up throughout 2018 as the campaign and collection progresses, and a proposal for a vocabulary for cultural heritage object types which is already being used by partners.

Vocabularies are useful because they can help us add extra information to a collection item that the contributing institution did not provide, such as multilingual labels, or different variants of names for people and places. This makes it easier for people to search for and find items on Europeana Collections. It goes hand-in-hand with Europeana's work on 'entities' - see the R&D section. In this vocabularies work, we have aligned Europeana terms for item types (such as 'book', 'map' or 'sculpture') to the Art & Architecture Thesaurus (Getty Research Institute), DBpedia and Wikidata.

Market 2 - European citizens

This year, we shared some truly great cultural heritage material with the people who love it and want to find it, be inspired by it and use it. We did it locally on Europeana Collections and elsewhere through partners, social media and our pan-European awareness campaigns.

New thematic collections

As our visitors engage most with curated material, we launched three curated thematic collections in May and June - one brand-new ([Europeana Photography](#)) and two ([Europeana Fashion](#) and [Europeana 1914-1918](#)) which previously existed as stand-alone sites. As thematic collections, they became part of the core platform, broadening their audiences and benefitting from additional related material and search and filter options.

From July to September, we also ran a pilot with three new automated (low-curated) thematic collections - on maps, sport and natural history. Comparing visitor engagement between the curated and automated collections showed that automated thematic collections provide promising results in terms of engagement and we are evaluating future themes for 2018-19.

Successful exhibitions

In 2017, nine new exhibitions were released. The most-visited [exhibition](#) (14,000 visits) was part of the [Art Nouveau season](#) (February-June). The season also included [new Pinterest boards](#), galleries, partner blogs, social media outreach and posts on the [DailyArt](#) platform. An [Art Nouveau edition](#) of the Europeana Colouring Book for [#ColorOurCollections](#) proved popular with over 1,000 downloads.

Also popular were [Picture This!](#), a showcase of vintage postcards of southeastern Europe, and [In the footsteps of the 1946 Ogooué-Congo mission](#), exploring sound recordings and other documents collected in Equatorial Africa.

Beyond Europeana Collections

We continued our important cooperation with the Wiki community with the [Wikimedia 1914-18 Europeana Challenge](#). Wikimedia affiliates were invited to showcase activities related to the 1914-1918 period. The [13 entries](#) showed how open-access heritage can help people understand European history. Examples include using Europeana material to investigate propaganda, in transcriptions, and in a multilingual virtual art exhibition.

The [Art Up Your Tab](#) browser extension includes curated artworks from Europeana Collections, displaying one with each new tab. By the end of the year, 3,300 people had used it to open over three million tabs.

On the campaign trail

19 institutions from 17 countries joined the [#AllezLiterature campaign](#), highlighting textual resources with a special focus on [love letters](#) (Valentine's Day), [poems](#) (World Poetry Day), and [books](#) (World Book Day).

A month-long collaboration with the Open Education partnership resulted in a series of interviews with open culture advocates from around the world on [The Year of Open website](#), and a Europeana Pro [blog series](#).

Cultural competitions

A series of [transcribathon events](#) saw teams competing to digitally transcribe documents from Europeana 1914-1918, and link them to other historical sources. Events were both physical - taking place across five countries - and [online](#) - with themed 'runs' like the WW1 Poetry Run coinciding with UNESCO World Poetry Day. [To date](#), nearly 1,500 people have transcribed almost 10,000 documents.

With partners Trove, DigitalNZ, the DPLA and GIPHY, Europeana led the GIF IT UP 2017 competition. All [winning entries](#) used Europeana content. A presentation about GIF IT UP 2017 was made at the European Commission's European Culture Forum in Milan in December and winning entries were played to open the event.

A photo competition saw 400 people submit photos of places illustrated in the [Picture This!](#) exhibition using the hashtag #PicThisEurope.

Market 3 - Research

Digital humanities researchers can use cultural heritage material to develop new knowledge and insights. This year, the research community has benefited from a [dedicated space](#) on the new Europeana Pro website, which makes available the latest news about our activities, and invites researchers to join us and explore curated data sets.

Working with partners

Partnerships with research communities and infrastructures are important in getting cultural heritage material to the researchers who need it.

CLARIN - the Common Language Resources and Technology Infrastructure - is built on a vision that all digital language resources and tools should be accessible to researchers through a single online environment. In 2017, [CLARIN integrated Europeana data](#) into its infrastructure.

We also worked with CLARIN and European Common Data Infrastructure, EUDAT, on ways to analyse and connect cultural heritage data with researchers' workflows. We investigated the use of EUDAT services to share the Europeana Newspaper corpus for use in research. [This work demonstrated](#) that cultural heritage material has characteristics that EUDAT was initially not set up for and led us to identify requirements for research use which may have an impact on how data is aggregated in the future. A paper on this work was presented at the [IEEE International Conference on Big Data](#).

In July 2017, we ran a panel at the Digital Humanities Benelux Conference in Utrecht, titled '[Cultural Heritage Data for Research](#)'.

Europeana Research Grants Programme

Digital humanities researchers applied to the Europeana Research Grants Programme with projects that used Europeana data to address research questions. Grants were awarded to three projects, all of which [published reports](#) on their work in 2017.

In September, the Call for Proposals for the second [Europeana Research Grants Programme](#) officially opened. This year's Grants Programme invited researchers from all over Europe to send in research proposals connected to the theme of intercultural dialogue. The response was impressive, with more than 60 proposals sent in from 21 different countries and 45 different research institutions. After four rounds of reviews by the Europeana Research team and the Europeana Research Advisory Board, [three proposals](#) were selected for funding from a short list of seven, and their projects will run in 2018.

Market 4 - Education

Cultural heritage material can be used to deepen students' understanding of almost any topic. And digital cultural heritage can help to shape innovative, collaborative and inspiring classrooms. That's why as well as working with teachers and educational publishers, we are working to influence educational policy to use more digital cultural heritage in school curricula.

Updated policy recommendations

As part of the Maltese Presidency of the EU in May 2017, and using the theme of migration as a case study, we [presented a model of six actions](#) that build on the 2015 Europeana for Education Recommendations and can be applied to almost any subject area. These six actions relate to funding, resource gaps and the need for best practice guidelines, co-created search vocabularies, increased digitisation, more content made available for educational reuse, and the creation of learning resources and cohesive collaboration among all stakeholders.

Building on partnerships

Europeana works with governmental, commercial and non-commercial partners to integrate Europeana Collections material into educational resources and systems.

In August, [we launched the Europeana dedicated page on Éduthèque](#), the French national educational portal used by over 126,000 primary and secondary teachers in France. Our partner space on Éduthèque features links to a selection of fully translated galleries, exhibitions, and curated searches that the Ministry has identified as being particularly relevant for French educators.

[EUROCLIO](#) has led the development of [20 learning activities](#) for educators using Europeana Collections content. As part of our partnership, EUROCLIO has

developed an innovative new eLearning environment for history educators, hosted on the revamped [Historiana](#). The goal of Historiana is to make it as simple as possible for history educators to enrich their teaching materials with Europeana's digital cultural heritage content.

[Working with Beneylu](#), a digital primary school resource publisher, we have made Europeana Collections material relating to art, history, animals and more available to digitally-minded teachers and students in 34,000 classrooms in 38 countries across the world.

The [Eliademy e-learning platform](#) allows educators to create rich and live online courses or webinars easily. This year, Eliademy has [added a search function tool](#) to encourage its 30,000 teachers to search Europeana Collections for digital cultural heritage to enrich their educational resources.

A community of educators

We are rapidly building a community of teachers and educators who believe that cultural heritage material benefits students. This year, we launched a [Europeana Education LinkedIn group](#), which has already gained over 220 members. The group aims to help members find out about Europeana resources and initiatives for digital learning, discuss relevant topics and possible projects with like-minded peers, and share best practice and case studies of reuse of Europeana content in education.

In October 2017, Europeana and European Schoolnet (EUN) set up the [Europeana Teacher Developer Group](#). Through three workshops, the group aims to create learning activities with digital cultural content, which will serve as a basis for a Massive Open Online Course (MOOC) to help teachers use digitised cultural heritage material in their classrooms.

Market 5 - Creative industries

Creatives want high-quality open cultural heritage material to develop new products. So we're raising awareness of the resources available to them through Europeana Collections and our APIs. This year nearly [500,000 images](#) from Europeana were integrated, via the API, into the [Creative Commons search](#) database which receives 600,000 visitors every month.

Match-funding success for digital education projects

In February, with the [Goteo Foundation](#), we launched a [match-funding call](#) to co-fund creative educational projects.

The three [winners were announced](#) in March and started to work on [crowdfunding campaigns](#). Europeana pledged to match each Euro donated by the crowd if minimum goals were reached. [Two out of the three](#) met the requirements and had six months to get their ideas off the ground.

[Associazione culturale Se](#) received €3,042. Their bilingual e-book 'Animals in the Great War', which uses resources from [Europeana 1914-1918](#), will be available for free download in Italian and English.

[Capturing the 20th Century Fashion with Frieda Dauphin-Verhees' Study Collection](#) is a joint initiative of the Royal Academy of Fine Arts Antwerp Department of Costume Design and the [Fashion Museum of Antwerp](#) (MoMu). It received €12,060. MoMu has preserved the fashion collection of costume design teacher Frieda Verhees and created a documentary on 20th century fashion, and is using the resources as a secondary education tool at MoMu's 'Teacher Days'.

Championing digital transformation

In October, Europeana joined cultural institutions, publishing houses and technology companies in Frankfurt, Germany, as a partner of [THE ARTS+](#), a creative business festival.

During [five days of innovation and inspiration](#), we championed areas of interest for creative businesses. In a [panel](#), we invited speakers from world-renowned cultural heritage institutions to discuss digital transformation. We worked on fostering partnerships for digital cultural heritage reuse in THE ARTS+ Business Hub. And we showcased interactive installations at a POP-UP museum.

Investigating the makers market

In 2017, we started to investigate [makers](#) as a business development opportunity in a small pilot. We conducted initial market research followed by an industry consultation with practitioners and cultural institutions that have experience with maker communities.

Our [#MakeWithEuropeana](#) blog series showcased some of Europeana Collections' openly licensed content to raise awareness about our reuse offer among maker communities.

We attended maker fairs, like the [Maker Faire Hannover](#) to show people how they could #MakeWithEuropeana. And we ran a [co-creation workshop in partnership with Platoniq](#) to explore maker market potential.

Our ['Makers market pilot report'](#), February 2018, detailed our findings and proposed not to pursue the maker market, with a review in two years.

Network

While a separate organisation, the Europeana Network Association is supported by the Europeana Foundation. These two bodies work in tandem to achieve the goals of the Europeana vision.

Membership and Members Council

Since 2015, the Europeana Network Association has undergone a significant transformation into a more representative, democratic and transparent body. To maintain its relevance, in 2017, members were asked to renew their membership, agreeing to updated [Europeana Statutes](#). At the end of 2017, the membership stood at around 2,000.

In February, Merete Sanderhoff, from [Statens Museum for Kunst \(SMK\)](#), became Chair of the Europeana Network Association, replacing Max Kaiser, from the [Austrian National Library](#).

'I believe in a 'hands-on' approach to change. Through our joint efforts, this network can contribute to a more culturally reflective and rich society'
Merete Sanderhoff, Chair, Europeana Network Association.

In December, the [2017 Members Council elections](#) saw 26 candidates battling for eight places on the Europeana Network Association Members Council. The [#EuropeanaElects](#) social media hashtag reached a total audience of 28,703 people. We recorded a 44% participation rate - higher than in the 2016 elections (29%).

The eight spaces were filled by [Sara Di Giorgio](#), [Peter Soemers](#), [Kate Fernie](#), and [Marco Streefkerk](#) - all new Councillors - and [Ellen Euler](#), [Laura Carletti](#), [Marco De Niet](#), and [Stephan Bartholmeij](#), who were re-elected.

Annual General Meeting in Milan

In December, 200 members of the Europeana Network Association gathered for the [Annual General Meeting 2017](#).

The attending members were presented the [activity plan 2018](#), [annual](#) and [financial report 2017](#), [provisional budget 2018](#), and [modified Association Statutes](#). Two new Task Forces were approved - [Europeana Migration](#) and [Impact Assessment](#) - and ways of supporting the European Year of Cultural Heritage were brainstormed.

An [#AllezCulture Thunderclap](#) then demonstrated Europeana's support of the launch of the European Year of Cultural Heritage 2018. 340 tweets (136% of our goal) reached over 400,000 people.

Preparing for EuropeanaTech 2018

The third [EuropeanaTech conference](#) places R&D and technology firmly at the centre of the European Year of Cultural Heritage and brings together an international network of technical and R&D specialists. Leading specialists, practitioners and researchers from across the world will converge in Rotterdam in May 2018 to share innovative progress and forecast the technical future of digital cultural heritage.

Events under the Maltese and Estonian Presidency of the European Union

In May, together with the [Ministry of Education & Employment of Malta](#) and National Archives, we organised ['Migration and Culture: how can our past educate our present'](#). The event brought together European Ministries of Culture, Ministries of Education and cultural heritage institutions with a focus on migration and Europeana's work in culture and education. Our objective was to revise the [Europeana for Education Policy Recommendations](#) designed in May 2015 and prepare recommendations for the current 'migration in education' theme.

In October, together with the Ministry of Culture of Estonia, we organised ['Developing impact goals for cultural heritage'](#) - an event focused on high-level policy priorities for education, cultural heritage and impact. This resulted in a set of actionable policy recommendations for further development during the Austrian Presidency in 2018.

Policy and frameworks

Growing the rightsstatements.org consortium

The [Rightsstatements.org](#) Consortium is a joint international initiative founded by Europeana and the DPLA to deliver internationally interoperable rights statements for use throughout the global cultural heritage sector.

In November 2016, Europeana became the first cultural heritage organisation to implement the Consortium's statements, applying them to 26 million items. By the end of 2017, they were applied to a further one million items by fellow consortium member, the DPLA.

Chaired by Europeana, the Consortium is led by a Steering Committee which approved [new partners](#) in 2017 - the Library & Archives Canada, the National Digital Library of India and Trove - National Library of Australia.

To support the development of the rights statements, editorial and translation policies were developed which facilitated the first efforts to translate them into German. By the end of 2017, translation efforts were underway in [Spanish](#), [Estonian](#), [Portuguese](#) and [Finnish](#) and are due to be completed in 2018.

Based on its 2017 activities, the Rightsstatements.org Steering Committee has [set out a vision](#) for how to grow, develop and refine the consortium by delivering its business plan in 2018.

An Impact Playbook for the cultural heritage sector

In 2017, through a Task Force of the Europeana Network Association and with impact consultants, Sinzer, we carried out [impact assessments](#) on Europeana Fashion, Europeana Photography and Europeana Research. We used our experiences to develop and refine [an Impact Playbook](#) to take cultural heritage professionals through the first phase of impact assessment - designing impact. The playbook, which was downloaded over 1,400 times in 2017, introduces the language of impact assessment and helps people make strategic choices so they can better understand, assess and present the impact of their activities.

We also started work for the development of case studies which will apply the methodology explained in the playbook. One of these was selected at the [Europeana Network Association Annual General Meeting](#) in December, an event dedicated to exploring impact in the cultural heritage sector. Ten partners were invited to showcase their projects and the Association members present voted for Frank Drauschke and the Europeana Transcribathon to receive a year's impact support from Europeana.

Research and development

Advancing international image interoperability

Since its conception in 2011, the international community of the International Image Interoperability Framework (IIIF) has taken important steps in improving the way cultural heritage institutions present images on their digital collections platforms. Since we introduced an IIIF profile into the Europeana Data Model in 2016, more than [300,000 records on Europeana Collections have been 'IIIF-ified'](#).

Europeana's involvement in IIIF in 2017 has also included carrying out a Europeana Network Association Task Force on [further preparing our community for involvement in IIIF](#), and seeing the Europeana Foundation voted by the IIIF community to be part of the IIIF Executive Committee.

Europeana's role in IIIF has positive effects for all parties. Not only will it help establish IIIF implementation across the Europeana Network Association, it is also forging connections between US and EU-based research and heritage institutions fostering more direct collaboration in terms of open source software development, data sharing and technical interoperability.

Product design

A new site for professionals

For us, product design is about improving a visitor's experience. In 2017, as a result of a Europeana Network Association Working Group, we harmonised [three websites into one](#), all with a consistent presentation, navigation and tone of voice.

With Europeana Labs and Europeana Research under the same roof as Europeana Pro, a visitor's journey is simplified, services are clear and resources are easily findable.

The new design showcases content from Europeana Collections, steeping our site for professionals in the richness of the heritage available on our site for culture lovers.

From its launch in September to the year end, the site received over 325,000 page views and visitor surveys showed improvements over the old Europeana Pro site in ease of use, navigation and satisfaction.

Entities and their benefits

2017 saw the [introduction of 'entities'](#) to Europeana Collections - entry pages to works by or about a particular person or topic. They're useful because instead of searching, visitors can go straight to an automatically-curated page of items related to a certain person or topic.

Entities benefit Search Engine Optimisation (SEO) as well as the visitor, offering an accessible point for search engines to discover related and high-quality content. They help with multilingual searching too. When an item is connected to an entity, it gains the multilingual search terms associated with that entity. So a search for the name of an artist in Latin script could return results in other scripts, such as Japanese or Arabic, too.

Software and infrastructure

Award-winning API

Backend work can so often go unnoticed, eclipsed by the more public-profile product and campaign launches. Not so this year. At the world's largest API conference - API World 2017 - the Europeana REST API won the [Data API Award](#). From hundreds of nominations, the board selected the Europeana API for its reputation in the API industry, recent media coverage, and innovativeness of the API initiatives. It's a great recognition of the work of all those involved in the development of our APIs.

Improved availability

As the official digital infrastructure for cultural heritage in Europe, we are committed to providing a highly available and high-performing technical platform.

In 2017, we exceeded our uptime goal of 99.5% with an availability of 99.66%.

We did this by:

- Improving software development practices to increase code quality and simplify developer onboarding.
- Improving documentation of servers and software to support more efficient management.
- Improving deployment procedures to automate software updates and reduce risks of failure when updating our services.
- Improving server deployment process by containerisation for greater efficiency and reduced manual effort.
- Improving monitoring capabilities so that we can take action on issues at an earlier stage.

Organisational structure

Within the Europeana Foundation, 2017 has seen a greater emphasis on developing collaborative teams that draw on a range of skills and expertise from across the organisation. We have identified three areas of work which require staff from several teams to work together in a structured and strategic way.

The Europeana Migration campaign is the backbone of Europeana's European Year of Cultural Heritage contribution, highlighting the historic relevance of migration to our culture and society. Staff have come together to ensure that our thinking, design and messaging is consistent and coherent throughout all campaign elements.

Another collaborative team focused on our activities on the theme of 'impact'. This year, they coordinated and contributed to delivering all of the work on impact across the organisation, including establishing the impact community and its dedicated webspace and toolkit.

Another group has been managing the operational shifts required to fulfil our strategic goal of making it 'easy and rewarding' for cultural heritage institutions to contribute to Europeana. This included how to revitalise the Aggregator Forum and how to collaborate better with aggregators in the context of the decision to maintain the existing distributed aggregator network.

In addition, iterative Agile and Lean methodologies continue to be applied where appropriate, such as in software and product development. And we have implemented Jira as a more efficient ticketing system to manage our Agile tasks.

2017 also saw the Europeana Foundation run two 'hack weeks' in which staff had the opportunity to share their knowledge, expertise and creativity to produce prototypes of new apps and products. One output was the Massive Open Online Course on the Europeana Data Model that was further developed and then released in November.

KPIs

NO.	KPI	2017	
		REALISED Q4	TARGET Q4
CULTURAL HERITAGE INSTITUTIONS			
KPI 1.1	Establish the components of a Net Promoter score baseline	done	done
KPI 1.2	60% of participating CHIs rate Europeana services 4 or higher on a Likert scale of 1-5	not done	done
KPI 1.3	Increase the percentage of Tier 3 and 4 material to at least 16% of the total	18%	16%
EUROPEAN CITIZENS			
KPI 2.1.a	Establish the components of a Net Promoter score baseline for thematic collections: Art Collections	22	done
KPI 2.1.b	Establish the components of a Net Promoter score baseline for thematic collections: Music Collections	18	done
KPI 2.1.c	Establish the components of a Net Promoter score baseline for thematic collections: Fashion Collections	29	done
KPI 2.1.d	Establish the components of a Net Promoter score baseline for thematic collections: Photography Collections	32	done
KPI 2.1.e	Establish the components of a Net Promoter score baseline for thematic collections: 1914-1918 Collections	35	done
KPI 2.2	>60% 4+ average user satisfaction for all thematic collections, exhibitions and blog (culture lovers)	70.50%	done
KPI 2.3.a	Reach of Europeana data: Total impressions 3rd parties (Wiki, DailyArt etc.): 125 million	140,936,502	125,000,000
KPI 2.3.b	Reach of Europeana data: Total impressions social media: 75 million	172,093,434	75,000,000
KPI 2.3.c	Reach of Europeana data: Total engagement social media (shares/likes): 318,000	506,010	318,000
KPI 2.3.d	Reach of Europeana data: Traffic overall: 6 million visits	3,858,018	6,000,000
KPI 2.4.a	Engagement on Europeana products: Returning visitors >30% average on all thematic collections	21%	30%
KPI 2.4.a.1	Engagement on Europeana products: Returning visitors >30% average on all thematic collections - Art Collections	32.2%	30%
KPI 2.4.a.2	Engagement on Europeana products: Returning visitors >30% average on all thematic collections - Music Collections	27.6%	30%
KPI 2.4.a.3	Engagement on Europeana products: Returning visitors >30% average on all thematic collections - Fashion Collections	36.3%	30%
KPI 2.4.a.4	Engagement on Europeana products: Returning visitors >30% average on all thematic collections - Photography Collections	24.8%	30%
KPI 2.4.a.5	Engagement on Europeana products: Returning visitors >30% average on all thematic collections - 1914-1918 Collections	data not available	30%
KPI 2.4.b	Engagement on Europeana products: Downloads: 180,000	171,790	180,000
KPI 2.4.c	Engagement on Europeana products: Click-throughs: 1.2 million	753,559	1,200,00

NO.	KPI	2017	
		REALISED Q4	TARGET Q4
RESEARCH			
KPI 3.1	Establish the components of a Net Promoter score baseline	done	done
KPI 3.2	>60% of users rate Europeana services 4 or higher on a Likert scale of 1-5	not done	60%: 4+
KPI 3.3	Consolidate partnerships with two research infrastructures that make Europeana data available	1	2
KPI 3.4	Three publishable case studies from grant funding	3	3
EDUCATION			
KPI 4.1	Establish the components of a Net Promoter score baseline	done	done
KPI 4.2	>60% of users rate Europeana services 4 or higher on a Likert scale of 1-5	not done	60%: 4+
KPI 4.3	Develop three new educational partnerships that make Europeana data available	7	3
CREATIVE INDUSTRIES			
KPI 5.1	Establish the components of a Net Promoter score baseline	done	done
KPI 5.2	>60% of users rate Europeana services 4 or higher on a Likert scale of 1-5	not done	60%: 4+
KPI 5.3	Minimum of 20 new products and services inspired by or developed with Europeana content	27	20
EUROPEANA NETWORK ASSOCIATION			
KPI 6.1	Establish the components of a Net Promoter score baseline	not done	done
KPI 6.2	Minimum of 1,800 Network Association members	1,967	1,800
KPI 6.3	Six active Task Forces	6	6
KPI 6.4	Five active Working Groups	5	5

ACCOUNTS

Foreword

From an organisational perspective, 2017 was a year full of changes. Not least in saying goodbye to Jan Müller, as our chairman of the Europeana Foundation Governing Board, who started his new adventure as the CEO of the National Film and Sound Archive in Canberra. We would like to thank him for the great work both as Chair of the Board and, prior to that, as a Board member of the Foundation. The Governing Board was delighted to appoint Elisabeth Niggemann as its new Chair effective from 28 September 2017.

From September 2017, the Europeana Foundation became the operator of a consortium under the new funding mechanism of procured services from the European Commission, under the name of Europeana DSI-3, and also started two new projects under the Generic Services - Rise of Literacy in Europe and Migration in the Arts and Sciences.

Also in 2017, we received great support from European member state ministries of culture and education. Because of their contributions in 2016 and 2017, we have been able to increase our financial stability.

And of course, the announcement that Jill Cousins made that she would be leaving Europeana in mid-March 2018 had a big impact on us all. Jill had been preparing the ground for Europeana for several years before the official launch of the portal in November 2008. Officially, she was the Europeana Foundation's Executive Director for almost nine years and made the organisation grow from a few people in 2008 to 60 people by the end of 2017. We would like to thank Jill tremendously for her passion, enthusiasm and spirit. Without Jill Cousins, the Europeana Foundation would not be the organisation it is. We wish Jill the very best in her new adventure at The Hunt Museum in Ireland.

General

2017 has been financially closed with a positive result of €361,591 including the result of DSI-3 for the period September-December 2017 for an amount of €178,589, which will be used for 2018 and processed in the balance sheet for 2017 as an appropriated reserve. An amount of €183,000 has been added to the general equity which largely came from the contributions of member states, who provided additional support to increase the financial stability of the Foundation. This places the Foundation in a much better financial position compared to previous years.

As for many years, the main income comes from European Commission funding (95.6%). In 2017, it was based on grant funding for five projects and procured services for the Digital Service Infrastructure (DSI-3). There was an additional amount of €78,480 as other income. Based on the total commitments from the member states, the Europeana Foundation is able to cover the 2018 and 2019 co-funding for existing EC projects and new projects which will start in 2018.

The 2017 overall expenditures are about 10% lower than budget while all project deliverables and almost all Business Plan KPIs were met. We also continued in 2017 to keep our overhead expenses as low as possible, thanks to the great support from the Dutch Royal Library. The largest part of the total underspend comes from lower subcontracting expenditure, seen mainly in the subcontracting underspend of DSI-2.

Europeana DSI-2 closed at the end of August 2017, followed immediately by DSI-3 from September 2017. DSI-3 is also a Digital Service Infrastructure under the Connecting Europe Facility, however instead of grant funding, DSI-3 is under procurement. Europeana DSI-3 has a total budget of €8 million with 28 partners in the consortium.

Personnel expenses

In 2017, the turnover of personnel staff stands at 24, however this includes two interns, three employees we hired for a short period of time and seven contractors to temporarily fulfil outstanding vacancies in the organisation. This is a small decrease compared to 2016, when 26 individuals left the organisation. 21 people joined Europeana in 2017, including two interns and six contractors.

By the end of 2017, Europeana Foundation had 60 employees (56.05 FTE) - a small decrease of one employee compared to 2016 and including two contractors. We had 20 different nationalities, with one-third of staff coming from the Netherlands. The gender division is female 53%, male 47%.

Operating expenses

The overall operating expenses were 26% lower than budgeted, and also lower than in 2016, due to cost reductions. The Dutch Royal Library continued its generosity towards Europeana by extending the SLA 2017 under the same conditions as the previous years and providing a working environment and technical support for all our employees. We also extended the generous agreements with the British Library for providing a working environment for three Europeana employees and the Bibliothèque nationale de France for providing a working environment for one-two employees.

Overhead

Overhead for projects and the procured service (DSI-3) was about 2.7% lower than budgeted. Europeana DSI-2 (under grant funding) allowed for 7% of the total project costs (excluding subcontracting), the project GIFT (under Horizon 2020) allowed for 25% of the total project costs (excluding subcontracting) to cover all the general costs not directly related to projects. From September 2017, general costs have been incorporated into the total budget for Europeana DSI-3.

Core Service and direct project costs

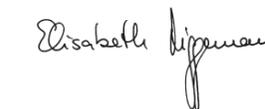
The total costs are 9.1% under budget, mainly due to lower costs for hosting and subcontracting. Personnel staff is 1.3% under budget. Subcontracting costs, largely in Europeana DSI-2 and DSI-3, are underspent by 40.9%. Travel expenses also came in under budget for 2017 (7.1%). In Other Direct costs, there is an overspend of 33.4%. Compared to 2016, the total costs are 1.6% lower.

This Annual Report has been prepared under Dutch law and accounting rules.

According to Article 4 of the amended articles of association:

1. The financial resources of the Foundation shall be brought together by and fall under the care of the Europeana Foundation Governing Board. These include one-off or periodical contributions, subsidies, donations, testamentary dispositions, legacies and all further revenues.
2. The financial resources shall be managed by the treasurer, who shall be responsible for that management.

On behalf of the Governing Board of the Europeana Foundation,



Ms. E. Niggemann
Chairman



Ms. J. van der Leeuw-Roord
Treasurer

The Hague, 19 June 2018

Balance sheet as of the period 2017

Figures correct after result appropriation

ASSETS	Cat.	31/12/2017	31/12/2016
Tangible Fixed Assets	A	€ 12,266	€ 23,227
Total Tangible Fixed Assets		€ 12,266	€ 23,227
Current assets			
Debtors	B	-	€ 52,200
Other receivables and accrued income	C	€ 831,661	€ 1,636,188
Cash and cash equivalents	D	€ 1,044,186	€ 1,790,172
Total Current Assets		€ 1,875,847	€ 3,478,560
Total Assets		€ 1,888,113	€ 3,501,787
EQUITY AND LIABILITIES	Cat.	31/12/2017	31/12/2016
Equity			
General Equity	E	€ 329,859	€ 146,857
Appropriated Reserves		€ 453,589	€ 275,000
Total Equity		€ 783,448	€ 421,857
Current Liabilities			
Payables		€ 225,555	€ 153,918
Payables concerning taxes and pension	F	€ 75,666	€ 108,736
Other debts and accruals	G	€ 482,199	€ 1,281,695
Advance payments member states funding	H	€ 237,100	€ 220,800
Balance projects in progress	I	€ 84,145	€ 1,314,781
Total Current Liabilities		€ 1,104,665	€ 3,079,930
Total Equity and liabilities		€ 1,888,113	€ 3,501,787

Statement of income and expenses for 2017

Overview of the result 2017

OVERVIEW OF RESULTS 2017	Budget 2017	Realisation 2017	Realisation 2016
Total income	€ 6,370,150	€ 6,086,355	€ 6,007,254
Total expenses	€ 6,370,150	€ 5,725,732	€ 5,734,906
Operating result	-	€ 360,623	€ 272,348
Interest			
* Interest paid	-	-	-
* Interest received	-	€ 968	€ 3,645
Total interest	-	€ 968	€ 3,645
Project overview of The European Library			
Income	€ N/A	€ N/A	€ 563,274
Expenditures	€ N/A	€ N/A	€ 563,274
Total of The European Library	-	-	-
Result for the year	-	€ 361,591	€ 275,993

Overview of the income 2017

OVERVIEW OF INCOME 2017	Cat.	Budget 2017	Realisation 2017	Realisation 2016
Subsidy	J			
* Subsidy European Commission		€ 6,211,550	€ 5,820,575	€ 5,543,381
* Ministry funding		€ 131,100	€ 187,300	€ 383,019
Total subsidy		€ 6,342,650	€ 6,007,875	€ 5,926,400
Other income				
* Other funding		€ 27,500	€ 14,380	12,923
* Other income		-	€ 64,100	€ 67,931
Total subsidy		€ 27,500	€ 78,480	€ 80,854
Total income		€ 6,370,150	€ 6,086,355	€ 6,007,254

General Notes

Overview of expenses 2017

OVERVIEW OF EXPENSES 2017	Cat.	Budget 2017	Realisation 2017	Realisation 2016
GENERAL EXPENSES				
Personnel expenses	K			
* Personnel expenses		€ 3,393,600	€ 3,353,222	€ 3,048,254
* Social premiums and pension		€ 848,600	€ 823,498	€ 750,670
* Other personnel costs		€ 92,000	€ 102,157	€ 106,455
* Personnel expenses covered by projects		€ 4,239,700-	€ 4,185,709-	€ 3,839,842-
Total personnel expenses		€ 94,500	€ 93,168	€ 65,538
Operating expenses				
* Costs for housing	L	€ 125,000	€ 74,045	€ 77,105
* General operating costs		€ 194,500	€ 161,802	€ 195,717
* Depreciation		€ 15,000	€ 10,961	€ 9,866
Total operating expenses		€ 334,500	€ 246,808	€ 282,688
Overhead covered by projects	M	€ 215,600-	€ 209,776-	€ 299,070-
Total general expenses		€ 213,400	€ 130,200	€ 49,156
PROJECT EXPENSES				
* Personnel project costs	N	€ 4,239,700	€ 4,184,595	€ 3,833,459
* Subcontracting		€ 1,274,000	€ 753,562	€ 1,047,246
* Other Direct costs				
* Travel expenses		€ 302,450	€ 280,856	€ 300,248
* Other Direct costs		€ 125,000	€ 166,743	€ 205,727
* Overhead		€ 215,600	€ 209,776	€ 299,070
Total project expenses		€ 6,156,750	€ 5,595,532	€ 5,685,750
Total expenses		€ 6,370,150	€ 5,725,732	€ 5,734,906

Operations

The objectives of the Europeana Foundation are set out in the Articles of Association. In summary, these are:

- To make Europe's cultural and scientific heritage available through a cross-domain platform (Europeana Collections).
- To work with museums, archives, audiovisual archives and libraries to deliver the platform and make it sustainable.
- To bring items that have already been digitised into the platform.
- To encourage and support the digitisation of more of Europe's cultural and scientific heritage.

Going concern

The Foundation's ability to continue as a going concern has been highly contingent on winning projects and the willingness of the funders, especially from member states and other parties. Due to the work of the Dutch Presidency and the Europeana Foundation itself, it is likely that the Europeana Foundation will receive monies under the Connecting Europe Facility (CEF) for another three-four years from mid-2015 (Europeana DSI) and possibly until 2021. We continue to seek a more diversified financial future providing a solid base to claim the Foundation to be a going concern. In view of this, the accounting policies used in these financial statements are based on the expectation that the organisation will be able to continue as a going concern.

Estimates

In applying the accounting policies and guidelines for preparing the financial statements, the Governing Board of the Europeana Foundation makes several estimates and judgments that might be essential for the amounts disclosed in the financial statements. If necessary for the purposes of providing the view required under Dutch law, the nature of these estimates and judgments, including the related assumptions, is disclosed in the notes to the financial statement items in question.

Comparative figures

The accounting policies are consistent with those used in the previous year.

Explanatory notes to the financial statement of 2017

General

The financial statements have been prepared in accordance with Dutch accounting principles for small non-profit organisations (RJK-C1) and are denominated in euro. Assets and liabilities are stated at the amounts at which they were acquired or incurred, unless indicated otherwise. The balance sheet and statement of income and expenses include references to the notes.

Foreign currencies

Foreign currency transactions in the reporting period are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates are recognised in the statement of income and expenses.

Tangible fixed assets

The tangible fixed assets from the Foundation will be valued at purchase price less accumulated depreciation. Purchases higher than € 500 will be capitalised. Depreciation is calculated as a percentage of the purchase price according to the straight-line method on the basis of estimated useful life. The following depreciation percentages will be employed:

- Furniture 20 %
- Equipment 20 %
- Hard and software 33.33%

Debtors

Debtors are recognised initially at fair value and subsequently measured at amortised cost. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables.

Cash and cash equivalents

Cash and cash equivalents are stated at face value.

Liabilities

Liabilities are initially recognised at fair value, net of transaction costs incurred. Liabilities are subsequently stated at amortised cost, being the amount received taking account of any premium or discount, less transaction costs.

Value of remaining holidays at year-end

Up to 2016, the Europeana Foundation differs from the directive RJ 254 for valuing the remaining holidays per year-end. Presenting this liability would imply that we deviate from the matching principle between income and expenses on which the project administration is based. From 2017, this has changed due to procured services (DSI-3). Therefore the calculation of the remaining holidays year-end has been calculated and processed in the balance sheet at 31 December 2017 and in the overview income and expenses 2017. The calculation is based on the hourly rate for the month of December 2017 incorporating the 8% holiday allowance and structural 8.33% year-end bonus.

Government grants

Grants and subsidies are recognised in the income statement in the year in which the subsidised costs were incurred, income was lost or a subsidised operating deficit occurred. The grants are recognised where it is probable that they will be received and Europeana will comply with all attached conditions.

Balance of current projects

The balance of current projects, based on grant funding, contains project income for which a specific

subsidy exists, based on external contractual commitments. This concerns the subsidy from the European Commission. Projects are valued by directly attributable costs and monies committed to other organisations. After the realisation of a project, the balance between the income and expenses is absorbed in the income statement, except for projects funded by the European Commission.

Pension Costs

The pension scheme of Stichting Bedrijfspensioenfonds ABP, an industry-renowned pension fund, operates as a defined benefit scheme. The Europeana Foundation pays a contribution, established yearly, to the fund and no commitment exists to pay supplementary amounts, other than a higher future contribution, if the fund experiences a deficit. The actuarial risk, including the investor's risk, does not lie with the Europeana Foundation.

The indexation of pensions is, both formally and actually, conditional and is dependent on whether there are sufficient resources in the pension fund. The Europeana Foundation is not obliged to pay for indexation of the benefits.

If a surplus or deficit in the fund influences future contributions to be paid by the Europeana Foundation, ABP informs Europeana Foundation by means of quarterly reports, the annual report and the annual announcement of contributions and contribution-free amounts. The possible consequences for the Europeana Foundation are limited to an increase or decrease in the amount of the contributions to be paid in future. The actual increase or decrease in the contribution can also be influenced by a change in the pension contributions that are collected from staff members.

Policies statement of income and expenses

The accounting policies are based on the historical costs convention. Income and expenses are attributed to the period in which they are applicable. If not indicated otherwise, assets and liabilities are stated in the amounts when acquired or incurred.

Employee benefits

Salaries, wages and social security contributions are taken into the income statement based on the terms of employment, where they are due to employees.

Explanatory notes to the balance sheet of 2017

A. Tangible Fixed Assets

TANGIBLE FIXED ASSETS	Hardware	Software	Office equipment	Total
Value at 1 January 2017	€ 17,606	€ 3,202	€ 2,419	€ 23,227
Investments	€ -	€ -	€ -	€ -
Disinvestments	€ -	€ -	€ -	€ -
Depreciation	€ 8,892	€ 1,165	€ 904	€ 10,961
Value at 31 December 2017	€ 8,714	€ 2,037	€ 1,515	€ 12,266

	Hardware	Software	Office equipment	Total
Purchase per 31 December 2017	€ 69,417	€ 88,626	€ 19,340	€ 177,383
Investments	€ -	€ -	€ -	€ -
Disinvestments	€ -	€ -	€ -	€ -
Cumulated depreciation	€ 60,703	€ 86,589	€ 17,826	€ 165,118
Value at 31 December 2017	€ 8,714	€ 2,037	€ 1,515	€ 12,266

No new investments have been made in 2017.

B. Debtors

There are no outstanding debtors at the end of 2017.

C. Other receivables and accrued income

Other receivables and payments in advance can be split into:

OTHER RECEIVABLES AND ACCRUED INCOME	31/12/2017	31/12/2016
Other receivables and accrued income		
* To be received from European Commission	€ 734,519	€ 1,249,440
* To be received from partners in EU projects	€ 30,752	€ 293,169
* Other receivables	€ 10,332	€ 46,270
* Accrued income	€ 56,058	€ 47,309
Total other receivables and accrued income	€ 831,661	€ 1,636,188

The amounts to be received from the European Commission relate to the core funding under CEF for DSI-3 and to older projects, such as Europeana v2, Europeana v3 and Europeana DSI-1. For those projects we are still in negotiation with the European Commission on the rejected costs, which are ineligible from their point of view. This hopefully will change based on the outcome of an audit commenced in 2016. The final outcome of the audit will be in 2018. An amount of €491,765 regarding DSI-3 is based on advance payments received of

€1,495,731 for the Foundation (which is invoiced to the Commission every other month) minus the amount of €1,987,495, calculated as subsidy for the period of September-December 2017.

Other receivables relate to a small amount of interest, reimbursement for long-term sickness, final settlement of sickness insurance over last year and some other small receivables. Accrued income related to paid invoices in 2017, which related to 2018.

D. Cash and cash equivalents

All cash equivalents are immediately available.

The total amount for all Europeana bank accounts is split as follows:

In August 2017, the Europeana Foundation changed its primary banker to Rabobank. We have opened two new bank accounts, of which one is a savings account.

SPECIFICATION CASH PER 31 DECEMBER 2017	31/12/2017	31/12/2016
* ING Bank general account	€ 510	€ 740,172
* ING Bank saving account	€ -	€ 1,050,000
* Rabobank general account	€ 293,676	€ -
* Rabobank saving account	€ 750,000	€ -
Total cash and cash equivalents	€ 1,044,186	€ 1,790,172

E. Equity

The positive result for 2017 is €361,591. This result is mainly due to a surplus on DSI-3 of €178,589 and to member states' contributions in 2017. The result on DSI-3 is set aside to an appropriated reserve to be used for 2018.

EQUITY	General Reserve	Appropriated funds	Total
* Value at the 1 January 2017	€ 146,857	€ 275,000	€ 421,857
* Result 2017	€ 183,002	€ 178,589	€ 361,591
Value at 31 December 2017	€ 329,859	€ 453,589	€ 783,448

APPROPRIATED FUNDS:

DSI-3

As DSI-3 is not under grant funding, contrary to all previous projects, but under procured services, the result for the period September-December 2017 must be shown under the overall

equity of the Foundation, however this result is specifically dedicated to the time period of DSI-3 in 2018, therefore this result is shown as an appropriated fund.

Ineligible project costs

The projects with rejected costs are Europeana v2, v3, Europeana Awareness and Europeana DSI-1. This needs to be solved with the Commission in 2018 as it is also related to the outcome of the audit, com-

menced in 2016. Europeana does not agree with the Commission on the reasons for rejecting these costs, but if they conclude against us, the appropriated funds will be used to cover these costs.

EQUITY	DSI-3	Ineligible project costs	Total
* Value at 1 January 2017	€ -	€ 275,000	€ 275,000
* Result 2017	€ 178,589	€ -	€ 178,589
Value at 31 December 2017	€ 178,589	€ 275,000	€ 453,589

F. Payables concerning taxes and pension

All current pension liabilities fall due under one year. The fair value of the current liabilities approximates the book value due to its short-term character. The pension liability relates to the Dutch and

British pension premium for the month December 2017 and corrections from the previous year. The amount for the Dutch wage tax and social premiums was already paid before the end of the year.

SPECIFICATION TAXES AND PENSION	31/12/2017	31/12/2016
* Payables concerning tax	€ 18,031	€ 6,470
* Payables concerning pension	€ 57,635	€ 102,266
Total payables taxes and pension	€ 75,666	€ 108,736

G. Other debts and accruals

All current liabilities fall due within the year. The fair value of the current liabilities approximates the book value due to its short-term character.

The amount to be paid to partners in EC projects mainly relates to the final payment of the European DSI-2 project.

The holiday allowance is related to the reserved right for holiday allowance from the period June-December 2017.

Based on the directive RJ 254, the remaining holidays need to be calculated as specified as a liability by the end of each year. Because the Foundation was funded mainly under grant funding from the European Commission, it differed from this directive. As the main funding now comes from procured services, there is no reason to differ from directive RJ 254. Therefore the amount for remaining holidays is €64,045, which is shown as a separate liability. All other debts and accruals mainly concern invoices received in 2018, related to 2017.

SPECIFICATION	31/12/2017	31/12/2016
* Amount to be paid back EC	€ -	€ 82,930
* Amount to be paid back CENL	€ -	€ 35,110
* Amount to be paid to partners in projects	€ 257,948	€ 958,962
* Holiday allowance	€ 100,593	€ 104,864
* Holiday days	€ 64,045	€ -
* Other debts and accruals	€ 59,613	€ 99,829
Total other debts and accruals	€ 482,199	€ 1,281,695

H. Advance payments - member states funding

In 2017, the Foundation received a total cash amount of €203,600 from the member states. This covers the co-funding for projects, the general costs of the Foundation and to be able to increase the financial stability of Europeana Foundation. €237,100 has been taken in reserve to cover co-funding on current projects and new projects

starting in 2018. With this amount, the full projected co-funding is covered for the entire length of the projects. This co-funding is for two projects under the Generic Services, which are 50% funded by the Commission and three project proposals under the Generic Services 2, funded for 75% by the Commission.

MINISTRY FUNDING	2008-2012	2013	2014	2015	2016	2017	Total
Received Member States funding	€ 2,559,632	€ 486,500	€ 121,773	€ 200,500	€ 400,950	€ 203,600	€ 3,972,955
Processed in Statement income & expenses	€ 2,050,237	€ 380,998	€ 544,324	€ 189,977	€ 383,019	€ 187,300	€ 3,735,855
Processed in balance sheet							€ 237,100

I. Balance projects in progress

The amount shown under 'Projects in progress' is the balance between actual costs for running projects under grant funding at the end of 2017 and amounts received from the European Commission in 2017. At the end of 2017, there are three projects which continue into 2018. The project

GIFT is under Horizon 2020 (100% funded), the other projects are Generic Services projects under the CEF - Digital Service Infrastructure and funded for 50%. The final balance of projects in progress presented in the balance sheet is €84,145 and is based on the specification below.

PROJECTS	Cumulated account of received EC funds			Actual costs up to 2017	Balance projects in progress
	Received from EC	Paid to project partners	Remaining amount for Europeana		
* GIFT	€ 58,704	-	€ 58,704	€ 5,544	€ 53,160
* Migration in the Arts and Sciences	€ 187,529	€ 163,186	€ 24,343	€ 3,824	€ 20,519
* Rise of Literacy in Europe	€ 14,873	-	€ 14,873	€ 8,814	€ 10,466
Total	€ 261,106	€ 163,186	€ 97,920	€ 22,005	€ 84,145

Commitments and contingent liabilities not included in the balance sheet

Project funding

The contingent liabilities of the Europeana Foundation relate to funds received from the European Commission. The overview below shows the status per project from their start in 2017 up to 2018

and the beginning of 2019. The calculations of the remaining amounts to be received are based on the total project budgets.

PROJECTS	Total budget	Total contribution EC	Received up to 2016	Still to receive
2017				
* GIFT	€ 78,273	€ 78,273	€ 58,704	€ 19,569
* Migration in the Arts and Sciences	€ 97,370	€ 48,685	€ 24,343	€ 24,342
* Rise of Literacy in Europe	€ 59,490	€ 29,745	€ 14,873	€ 14,872
* Europeana DSI-3 (under procurement)	€ 6,044,025	€ 6,044,025	€ 1,495,731	€ 4,548,294
Total	€ 6,279,158	€ 6,200,728	€ 1,593,651	€ 4,607,076

Explanatory notes to the statement of income and expenses for 2017

General

The overall positive result for 2017 is €361,592. Half of this result relates to surplus for DSI-3 over the period September-December 2017. This has been reserved as an appropriated reserve, to be used for 2018. The other part of the result comes mainly from the increased member states contributions for 2017, as we asked them, as in 2016, for extra help to increase the overall equity of the Foundation and strengthen our financial position.

J. Income

Subsidy European Commission

The total contribution from the Commission in 2017 is €5,820,575 and is related to five projects under grant funding and DSI-3, which is under procurement.

The amount for the projects under grant funding of €3,833,079, mentioned underneath, is based on the actual costs for European projects in 2017.

Specification European Commission contributions:

Grant funding

Europeana Sounds (80%)	€ 21,384
Europeana DSI-2 (100%)	€ 3,797,921
Migration in Arts and Sciences (50%)	€ 3,824
Rise of Literacy in Europe (50%)	€ 4,407
GIFT (100%)	€ 5,544

Grant funding total **€ 3,833,079**

Procurement funding

Europeana DSI-3 **€ 1,987,495**

Total € 5,820,575

Ministry funding

In 2017, the Europeana Foundation received €203,600 of member states funding (2015 = €400,950) to cover the co-funding for projects, general overhead costs and to create a result to improve the financial stability of the Europeana Foundation.

Other income

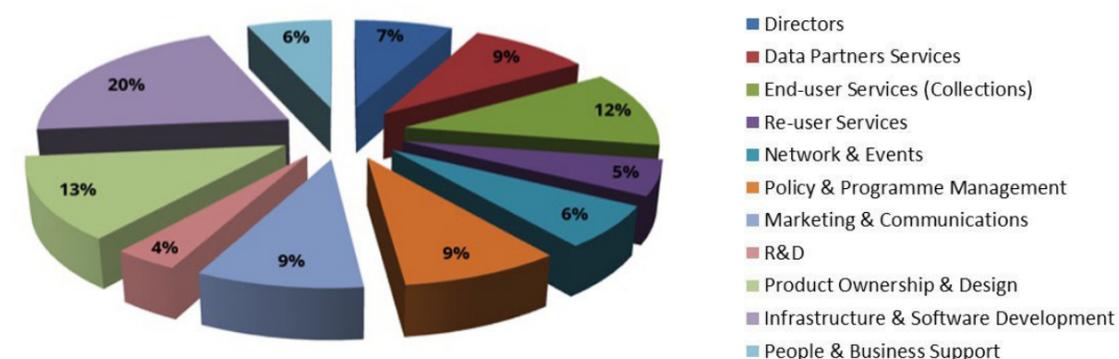
The other income relates to income from reserved expenses in previous years which can expire in 2017, as well as sold tickets for the AGM 2017 and contributions towards rightsstatements.org.

K. Personnel expenses

The total costs for personnel staff increased by 9.6% to €4,278,900 from €3,905,380 in 2016. Of this amount, about 98% (same in 2016) is covered by European projects and procured services to the Commission. Besides a general increase of all salaries, the staff costs increased due to the appreciation of the number of remaining vacation days at the end of 2017 and additional short-term hires during 2017.

The number of employees at the end of 2017 almost remains the same compared to 2016 - 60 employees (56.05 FTE), including two external people, were working for Europeana Foundation, compared to 61 employees (56.44 FTE) in 2016. Five employees are based in the UK (in 2016, six employees). During 2017, one employee is based in France and housed at the Bibliothèque nationale de France and two employees are based in Italy.

Overview of personnel staff on teams at the end of 2017



Number of employees at the end of December 2017

OVERVIEW PER 31/12/2017	2017		2016	
	#	FTE	#	FTE
Directors	4	4.05	4	4.00
Data Partners Services	5	5.00	6	5.00
End-user Services (Collections)	7	6.45	6	5.75
Re-user Services	3	3.00	3	3.00
Network & Events	4	3.60	4	3.50
Policy & Programme Management	6	4.90	4	3.30
Marketing & Communications	6	5.10	6	5.60
Research & Development (R&D)	2	2.00	4	4.05
Product Ownership & Design	7	7.05	6	6.00
Infrastructure & Software Development	12	11.40	14	13.24
People & Business Support	4	3.50	4	3.00
Total	60	56.05	61	56.44

L. Operating expenses

Costs for housing

Apart from eight employees, all Europeana employees are housed in the Dutch Royal Library (Koninklijke Bibliotheek) in The Hague. The costs for housing are the same compared to 2016, which is still extremely low compared to normal costs for housing. Other costs for housing are related to those employees who are working from The British Library in London and one employee who is working from the Bibliothèque nationale de France in Paris.

General operating costs

These costs cover all required insurances, phone costs, representation, office supplies and other related office costs. The total general costs are 17.3% lower compared to 2016 and also the budget for 2017, mainly due to lower costs for insurances, (legal) advice costs and lower costs for audits.

Depreciation

The costs for depreciation are for investment in office equipment, hardware and software. The costs are slightly higher compared to 2016, but lower compared to the budget for 2017. No new investments in assets have been made in 2017.

M. Overhead covered by projects

For two European projects, the Europeana Foundation could claim costs against overhead (Europeana DSI-2 for the period January-August 2017 and for GIFT, under the Horizon 2020 framework, for January-December 2017). The calculation of the overhead for Europeana DSI-2 is based on 7% of the total costs for these projects, excluding subcontracting. For GIFT, it is 25% of the total costs excluding subcontracting.

The overhead claimed on projects is €209,776, which is only 2.7% lower than the budget for 2017.

N. Core service and direct project costs

The Europeana Foundation started three new European projects in 2017:

- GIFT (Horizon 2020)
- Rise of Literacy in Europe (Generic Services, CEF)
- Migration in the Arts and Sciences (Generic Services, CEF)

The [GIFT](#) project is a research project funded by Horizon 2020, exploring hybrid forms of virtual museum experiences. The project brings together artists, designers, museum professionals and computer scientists to help museums create personal encounters with cultural heritage, both in physical and digital realms.

The project [Rise of Literacy](#) will look at the use of written text in Europe over centuries (from the sixth to the 20th century) and tell the story of the rise of literacy in European culture, as a manifestation of a European-wide cultural movement.

[Migration in the Arts and Sciences](#) is linked to the creation of a thematic collection about migration to, from and within Europe, and the effects migration has had on European culture. It will select, digitise and ingest new content to Europeana as well as curate browse entry points and exhibitions showcasing cultural treasures relating to migrant heritage. The thematic collection will take people on a journey through the effects migration has had in Europe on the arts, science and history.

Europeana DSI (Digital Service Infrastructure)

As a follow-up from Europeana DSI-1, the project Europeana DSI-2 continued in 2017 up to the end of August. Europeana DSI-2 is funded under the CEF programme (Connecting Europe Facility).

Procured services under the Digital Service Infrastructure

From September 2017, the Europeana Foundation started under procured services to the Commission (DSI-3). DSI-3 is for €8,000,000 and runs from September 2017 up to August 2018. The consortium has 28 partners. The Europeana Foundation is the leader for all activities under the Service Contract with the European Commission.

In 2017 Europeana Foundation ended two projects:

- Europeana Sounds (ended after January 2017)
- Europeana DSI-2 (ended after August 2017)

Projects running in 2017 and still running from 2017 are:

- GIFT
- Rise of Literacy in Europe
- Migration in the Arts and Sciences

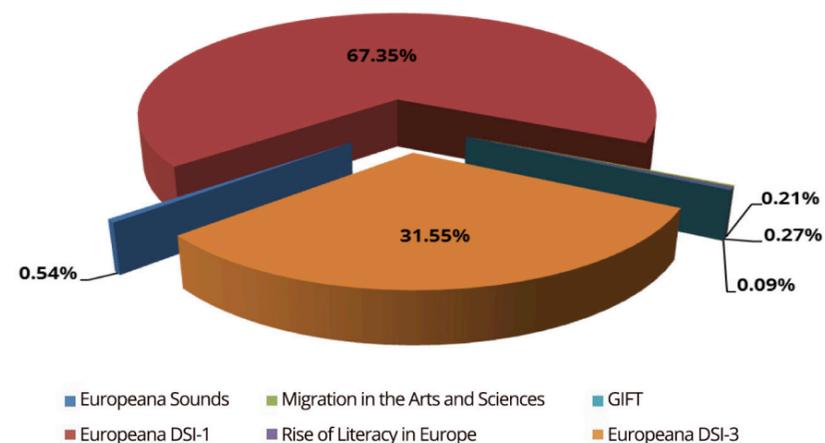
The expenses relating to these projects are split across: personnel project costs i.e. those directly related to the projects, subcontracting and other direct project costs. The other direct costs are split across: travel expenses and other costs.

Personnel project costs

The total costs of personnel directly related to the Europeana projects and the procured services (DSI-3) for 2017 are €4,185,000 (2016 was €3,833,000). In total, Europeana accounted for 93,250 hours (near to 680 person months) for five projects (see specification) in which Europeana

was involved. 98.9% of the total hours are related to DSI-2 and DSI-3. These hours cover the Core Service Platform tasks of Europeana.

Name	Time Period	Hours	In %
Europeana Sounds	January 2017	500	0.54%
Europeana DSI-2	January 2017 - August 2017	62,800	67.35%
Migration in the Arts and Sciences	September - December 2017	200	0.21%
Rise of Literacy in Europe	September - December 2017	250	0.27%
GIFT	January - December 2017	80	0.09%
Europeana DSI-3	September - December 2017	29,420	31.55%
Total		93,250	100.00%



Subcontracting

The costs for subcontracting are only under DSI-2 and DSI-3. Only these projects have large amounts of subcontracting in their budgets.

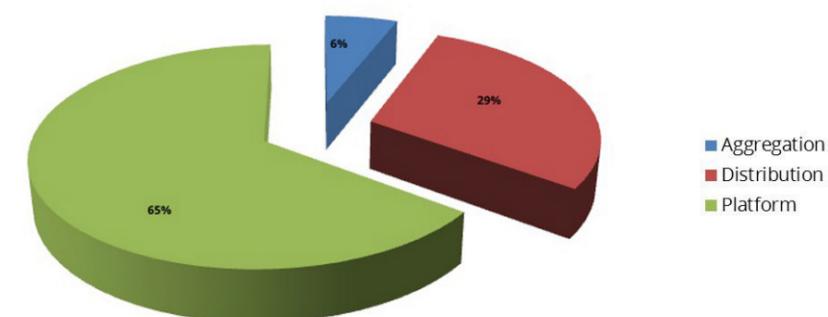
On Aggregation, we have spent 6% on subcontracting to the British Library for the curation of the Europeana Music Collection.

From the amount of €753,562 for subcontracting, 65% is for the platform i.e. the costs for hosting and further development of all systems and websites,

design and policy. In September 2017, we started the new hosting platform, and in November we were fully migrated to the new IBM Cloud platform.

For Distribution, that is, all activities to engage the end-users and reusers of the content, €219,603 was spent (29% of the total subcontracting).

Costs of €9,196 were incurred for audit reports for Europeana DSI.



Other Direct costs

The Other Direct costs can be split into smaller IT expenses, e.g. licences, domain registrations and software to be able to run the platform tasks, but also travel expenses and other project expenses. As well as various meetings, workshops and Net-

work Association Task Forces, other specific travel expense costs are for the Annual General Meeting, held in Milan, in December 2017. An overview of the most important meetings, workshops and events are presented on the next page.

Overview of Other Direct costs

Travel costs Europeana Staff	€ 142,188
Travel costs workshops, meetings and other events	€ 69,448
Travel costs AGM and presidencies	€ 69,220
Licences, domain names and software	€ 44,198
AGM	€ 17,972
Workshops, meetings and other events	€ 39,837
Costs for promotion, dissemination	€ 46,198

In 2017, the following events were organised by Europeana or together with our partners:

Month	Event / activity	City / country	Location	Type
February	TU Europeana final event	Warsaw, Poland	National Film Archive – Audiovisual Institute	Conference
	Europeana Network Association Members Board meeting	The Hague, Netherlands	The Royal Library of the Netherlands	Meeting
	Europeana Network Association Members Council meeting	The Hague, Netherlands	National Gallery of Denmark	Meeting
	Europeana Governing Board	The Hague, Netherlands	The Royal Library of the Netherlands	Meeting
March	IPR workshop	Amsterdam, NL	Kennisland	Workshop
April	Aggregator Forum Spring	The Hague, Netherlands	The Royal Library of the Netherlands	Workshop
	WG Data Quality + Arts Forum	The Hague, Netherlands	The Royal Library of the Netherlands	Conference
May	Maltese Presidency	Haġiar Qim, Malta	Conference centre of Haġiar Qim	Meeting
June	Europeana Transcribathon Campus	Berlin, Germany	Berlin State Library - Prussian Cultural Heritage Staatsbibliothek zu Berlin	Workshop
July	Europeana Network Association Members Board meeting	Copenhagen, Denmark	SMK	Meeting
	Europeana Network Association Members Council meeting	Copenhagen, Denmark	SMK	Meeting
August	Ludovia, the annual digital education summer university for educators	Pyrenees		Workshop
	Transcribathon workshops	Pyrenees		Meeting
September	Generic Services Kick-Off Meeting	The Hague, Netherlands	The Royal Library of the Netherlands	Meeting
	Europeana Governing Board	Amsterdam, Netherlands	VU	Meeting
October	Estonian Presidency	Talinn, Estonia	the Estonian Health Care Museum	Workshop
	The Arts+ 2017	Frankfurt am Main, Germany	Frankfurt Book Fair - THE ARTS+ Salon	Conference/ Workshop
	DSI3 Kick-off meeting	Egmond aan Zee, Netherlands	Hotel Zuiderduin	Meeting

Month	Event / activity	City / country	Location	Type
November	Aggregator Forum Fall	Zagreb, Croatia		Workshop
	Edulab 2017	Poznań, Poland	Institute of Bioorganic Chemistry, Polish Academy of Sciences Poznań Supercomputing and Networking Center	Workshop
December	Game Jam with History - TuEuropeana	Warsaw, Poland	National Film Archive - Audiovisual Institute	Game Jam
	Europeana Network Association Members Council meeting	Milan, Italy	Leonardo da Vinci Science and Technology Museum	Meeting
	Europeana Network Association AGM	Milan, Italy	Leonardo da Vinci Science and Technology Museum	Conference
	European Cultural Forum 2017	Milan, Italy	Super Studio	Conference

Allocation of the result

The Executive Director proposed to the Europeana Foundation Governing Board that the positive result for 2017 be added to the reserve as specified here under:

Result 2017 € 361,591

In favour of the General Reserve € 183,002

In favour of the Appropriated reserve € 178,589

Anticipating the approval of the Europeana Foundation Governing Board, this proposal is already calculated in the balance sheet for 2017.

On behalf of the Governing Board of the Europeana Foundation



Ms. E. Niggemann
Chairman



Ms. J. van der Leeuw-Roord
Treasurer

The Hague, 19 June 2018



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Connecting Europe Facility

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