

europæana
foundation

BUSINESS PLAN 2019

Our common culture

FOREWORD

The European Year of Cultural Heritage 2018 made us all conscious of the social and economic impact our sector can have, being part of the fast-growing cultural and creative industries in Europe. Not only do we contribute access to valuable content resources, but the sector is seen more and more as an R&D lab, fertile soil, an environment in which technological, behavioural and organisational experimentation can take place safely.

The world around us continues to change as we enter our second decade as an organisation. Artificial intelligence is fast gaining terrain, 3D is becoming more prevalent as a medium, and museums, libraries and archives across Europe are continuing their digital transformation. With our mission of transforming the world with culture,

we at the Europeana Foundation feel very comfortable in this space. But there are challenges to overcome and here, in the Europeana Foundation Business Plan 2019, we show how we will approach them in the coming year.

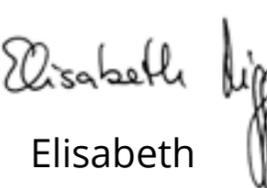
We will keep innovating at the same time as improving the quality of the Europeana Core Service. We will invest in our organisation so that it can readily adapt to future challenges. We will continue to transform ourselves into a distributed, networked organisation that leverages the contribution of each of our partners.

Working very closely with the Europeana Network Association and the Europeana Aggregators' Forum, we will maintain our direct contact with the heritage



*Europeana Foundation Governing Board Changing Landscape Working Group 2018,
Sebastiaan ter Burg, CC BY*

institutions, and the individuals in those organisations who are in a position to make a difference. With the support of the European Commission and the Member States, we are in an excellent position to meet the challenges of 2019.

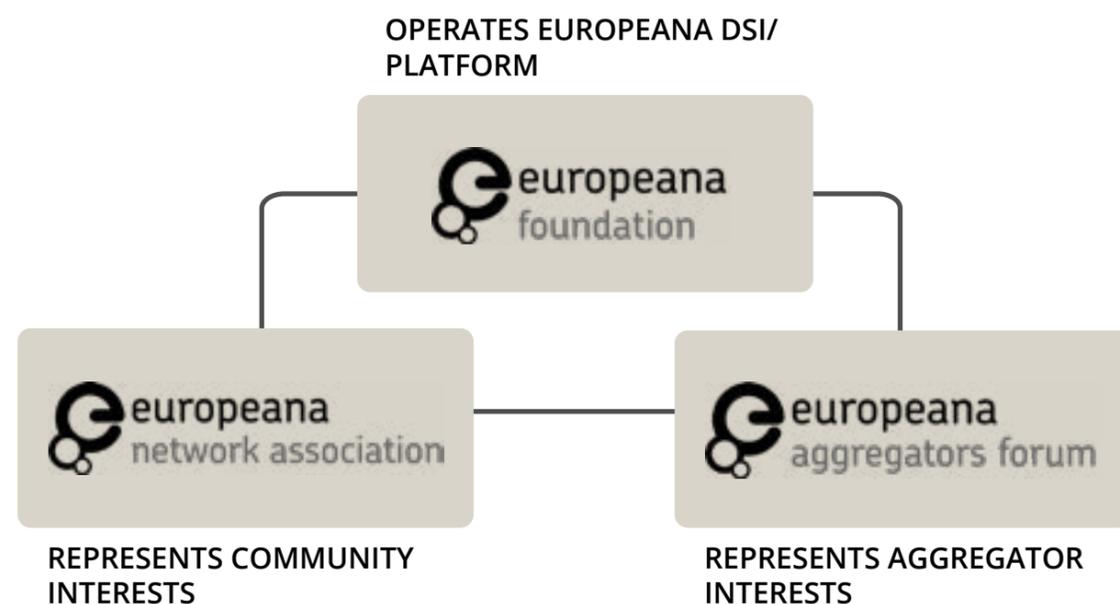

Elisabeth
Niggemann
Chair


Harry Verwayen
Executive Director

CONTEXT

The Europeana Foundation is an independently governed organisation with a mission to ‘transform the world with culture’. Our main activity is the operation of the Europeana Core Service Platform, as the leader of a Consortium under a service contract with the European Union. That service is governed by the European Commission and the

Member States and funded under the Connecting Europe Facility (CEF), of the European Union. In this capacity, we work very closely with our consortium partners, the Europeana Aggregators’ Forum (EAF) and the Europeana Network Association (ENA) to develop a strong public service that supports cultural heritage institutions in their digital transformation.



Europeana strategy 2025 and the Digital Europe Programme

Following the [recommendations from the evaluation of Europeana](#), a new strategy for the Europeana Initiative will be developed for the period 2021-2025. This strategy will be developed by the European Commission and the

Member States with advice from a sub-group of experts and in close cooperation with the Europeana Foundation. This strategy will inform the activities of Europeana under the new [Digital Europe Programme](#).

The Europeana Foundation also initiates, or contributes to, other projects that align with our mission and our [innovation agenda](#).

In many projects, we are a full partner, but we also support projects that we do not have a full participation in.

These projects are often funded as Europeana Generic Services projects (which contribute directly to the Europeana Core Service), or as research projects funded under programmes such as Horizon 2020. The first allow us to strategically improve the Europeana Core Service, while the latter allow us to contribute to the innovation of the cultural heritage sector at large.

The Europeana Foundation is an independent, not-for-profit organisation with a specific role and responsibility in the Europeana Initiative and in the Europeana ecosystem. We believe that great things can only be achieved in cooperation with expert networks who share our values and with dedicated partners across a range of sectors.



CURRENT PROJECTS



**Europeana Core
Service Platform**

Europeana DSI-4 (09/2018 - 09/2020)



**Europeana DSI
Generic Services -**

with Europeana Foundation participation

Migration in the Arts and Sciences (09/2017 - 02/2019)

Rise of Literacy (09/2017 - 02/2019)

CrowdHeritage (09/2018 - 02/2020)

Europeana Media (09/2018 - 02/2020)

EnrichEuropeana (09/2018 - 02/2020)

Europeana Common Culture (09/2018 - 02/2020)



**Europeana DSI
Generic Services -**

without Europeana Foundation participation

Byzantine Art and Archaeology (09/2017 - 05/2019)

CultureMoves (09/2018 - 02/2020)

Fifties in Europe Kaleidoscope (09/2018 - 02/2020)

Sharing new perspectives: your 3D view on Europeana
(09/2018 - 02/2020)

Opening Up Historiana (09/2018 - 02/2020)

Culture Chatbot (09/2018 - 02/2020)

Judaica Europeana 2.0 (02/2019 - 07/2020)

Europeana Archaeology (02/2019 - 07/2020)

Linking Biodiversity and Culture Information
(02/2019 - 07/2020)



**H2020 projects -
Innovation**

with Europeana Foundation participation

GIFT (01/2017 - 12/2019)

V4Design (01/2018 - 12/2020)

Time Machine CSA (03/2019 - 02/2020)



PRIORITIES 2019

In 2019, the Europeana Foundation will need to find a balance between current needs and continuously innovating the sector.

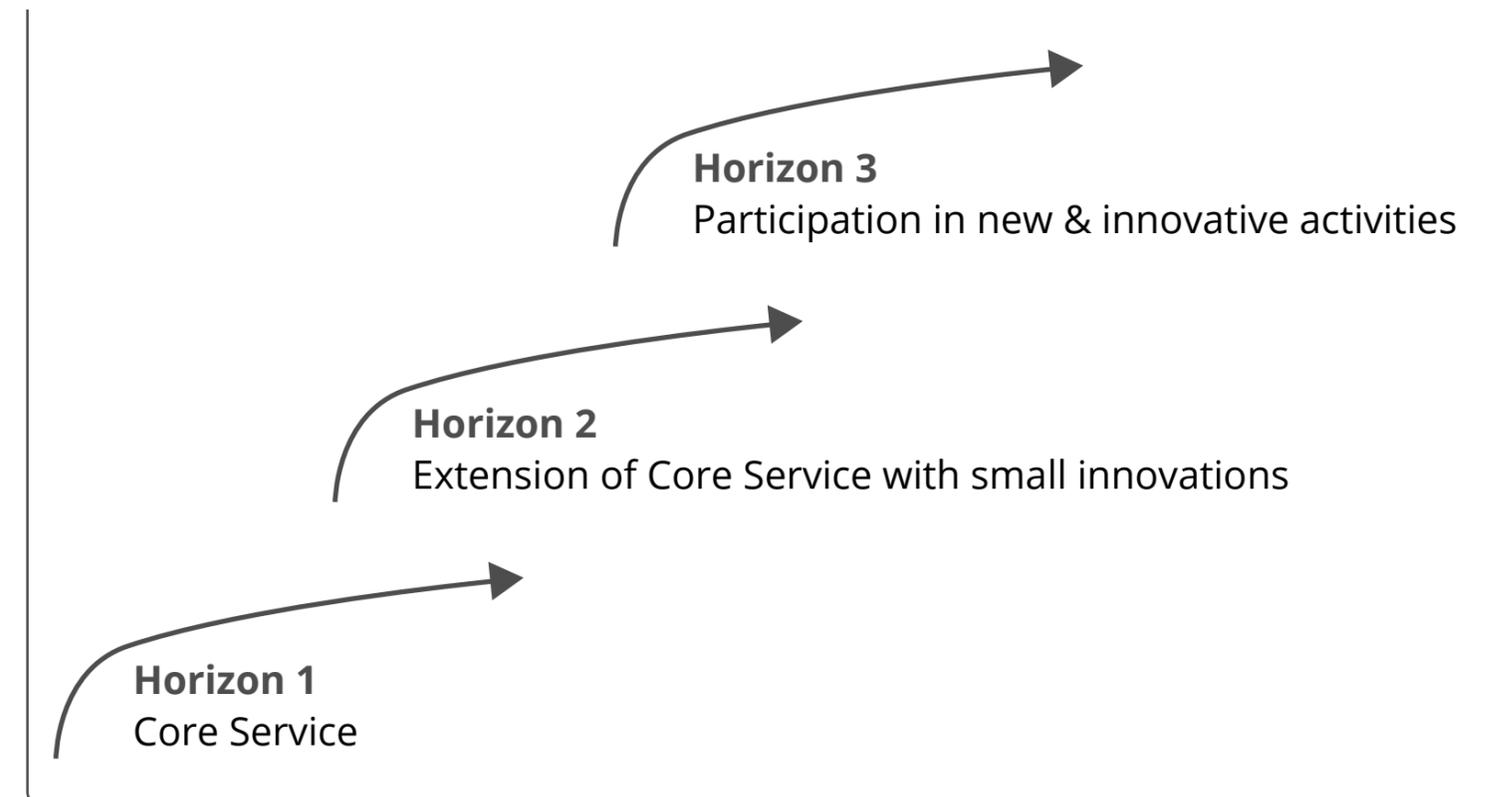
Of course, our first priority is improving the quality of the Core Service: the quality of Europeana Collections experience, the quality of the collections themselves, the data aggregation and publication service Metis and the frameworks that support the operation of the Core. All in close cooperation with the Europeana Network Association and the Europeana Aggregators' Forum.

As a second priority, we will work with partners to extend and improve the offering of the Core Service with strategically important activities - work that is not yet part of what we consider the Core Service.

Finally, we will do work as part of projects that aim to innovate the sector at large, as well as furthering our cultural innovation agenda.

Quality of work, of human interaction, will be at the heart of all our activities, which we have organised around three horizons of innovation.

THREE HORIZONS MODEL FOR EUROPEANA FOUNDATION



Network

EUROPEANA CORE SERVICE

2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE
#EuropeansCulture

DSI4 KICK OFF
27 - 28 September 2018
Hilversum | The Netherlands

CONCENTRATING ON THE CORE SERVICE

The Europeana Core Service is the core of the Europeana Foundation's activities. During 2019, the challenge will be to focus even more on developing services that support cultural heritage institutions in Europe in their digital transformation. This means that we will further develop the end-user products - [Europeana Collections](#) and the [APIs](#) - to allow Europe's cultural heritage to reach even more teachers, researchers and cultural enthusiasts. We will also further develop the data aggregation and publication service (Metis) to allow us to work better with national and domain aggregators. And we will work with institutions to develop shared standards and practices through workshops, conferences

and our professional information site, [Europeana Pro](#).

A central part of this effort will be on improving the material and its representation on Europeana Collections. We will support organisations to share higher quality content and metadata, and take action where necessary to ensure a stable minimum quality of service.

We will intensify our work with the Europeana Aggregators' Forum and with the national aggregators in the Europeana Common Culture Project.

These activities will be delivered under the Europeana DSI-4 service contract with the European Commission.



500,000 visits

We aim to receive at least 500,000 visits to Europeana Collections each month.



30% User retention

We aim for 30% of our users to return to Europeana Collections.



70% Tier 2+

By 2020, we expect 70% of our records to be in Tier 2, 3, or 4 of the Europeana Publishing Framework.



35% Tier 3+

By 2020, we expect 35% of our records to be in Tier 3 or 4 of the Europeana Publishing Framework.

PRODUCT STRATEGY

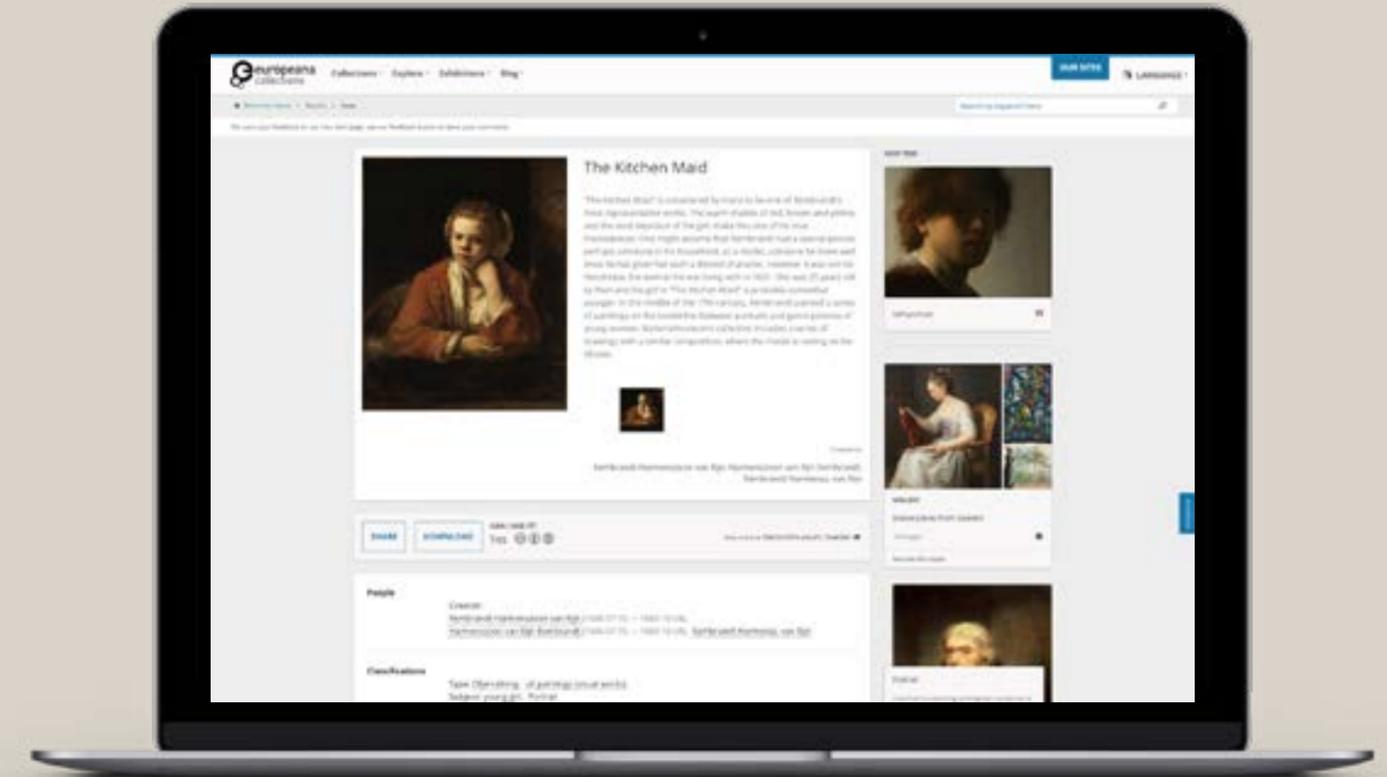
In 2019, our primary focus will be on raising the quality of our products by both evolving the experience for audiences, and continuing to improve the supply of data.

For data partners, we will keep investing in easier and faster data publication processes, and demonstrate the benefits of what better data can do.

We will also maintain our focus on data quality, working to support partners with their data quality plans, as well as enabling annotation APIs to encourage third-party enrichments. Ultimately, a faster publishing process with a sustained focus on data quality will enhance usability for our audiences.

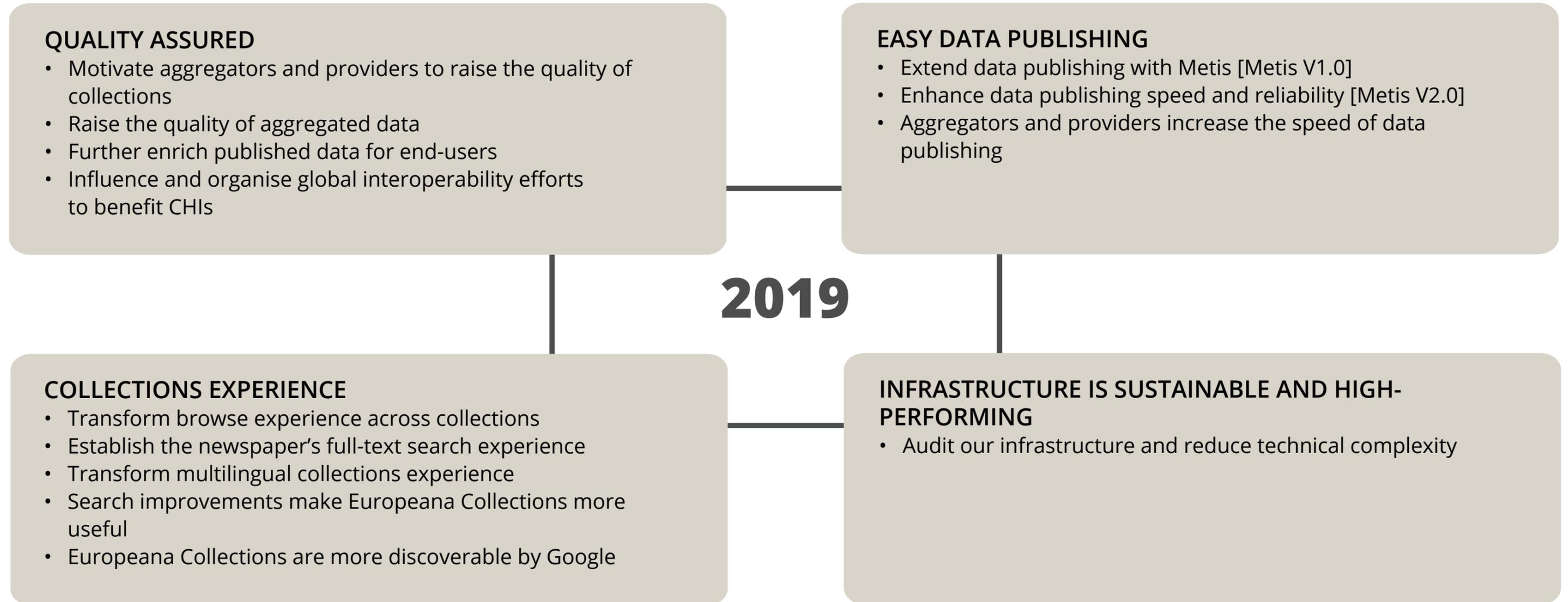
To cater for audiences who come to Europeana Collections looking for inspiration, we will improve the site's browsability of people, places and subjects. We will also review our search algorithm for accuracy, experiment with improving our full-text newspaper experience, and continue to explore bringing truly multilingual experiences to the platform.

Underpinning all of our work this year will be a focus on ensuring our products are sustainable and high-performing. This includes auditing our infrastructure, and reducing technical complexity.



[Item page with extended browse experience, Europeana Foundation, CC BY-SA](#)

PRODUCT ROADMAP



EDITORIAL STRATEGY

Europeana Collections offers access to over 50 million objects from Europe's cultural heritage institutions. Our established mix of curatorial strategies on Europeana Collections, social media and community-curated platforms such as Wikidata, helps us to unveil the beauty of these collections and to uncover the stories behind them.

In 2019, three new thematic collections on newspapers, archaeology and a science-based theme will find a home in Europeana Collections; collaborating with content providers to expand the range of thematic collections to 13. We will continue to curate exhibitions and welcome expert blogs and guest-curated galleries.

Our efforts will be geared to getting more people to Europeana Collections and making it more attractive so they stay a little longer. We will continue to encourage people to get hands-on with handwritten documents at both online and offline transcribathons.

The most visible efforts throughout this year will be two 'seasons' - thematic campaigns, of varying scope and duration, designed to highlight and promote high-quality content on Europeana and elsewhere.



2 Seasons

Women Pioneers season between January and April 2019; another one to be determined in autumn 2019.



4 Exhibitions

We will publish four new exhibitions in 2019.



30 Net Promoter Score

In average, we aim for a Net Promoter Score of 30 for all our exhibitions.

WOMEN'S SEASON

PIONEERS

Trailblazing women in the arts, sciences and society



[Exhibition female pioneers, Europeana Foundation, CC BY-SA](#)

In early 2019, for our first season, we will mark International Women's Day (8 March) and #WomensHistoryMonth with a month-long celebration of female innovation.

On 18 January 2019, Commissioner Gabriel launched 'Pioneers', an online exhibition highlighting the lives and achievements of eight remarkable European women in the arts, sciences and society.

In addition, on Europeana Pro, we will run a series of profiles and interviews with leading women in the cultural heritage sector, highlighting their work and achievements. The featured

women have been selected for their contribution to the sector, broad reach, diverse roles and backgrounds.

EDUCATION

Building on our educational collaboration with European Schoolnet and EUROCLIO, we will further develop relationships with other educational networks (e.g. DiCultHer, All Digital) as well as two new Ministries of Education in Europe. We will also work with edtech companies and develop competitive challenges to encourage the development of innovative learning resources. The first challenge will open in March 2019;

the second later in the year. We will expand the Europeana Teacher User Group to 120 teachers from 12 countries, and introduce the Europeana Teacher Ambassador Network (12 educators from 12 countries) to help mainstream the use of Europeana Collections for digital learning on a national level. Finally, we will continue collaborating with eTwinning and explore participation in Erasmus+ projects.



Employee of the Public & Education Department with a group of children, 2013, Rijksmuseum, Public Domain



200 Learning scenarios

Minimum of 200 new learning scenarios integrating Europeana resources



MOOC updated

Updated MOOC (English) and MOOC in two other languages (Spanish and Portuguese)



Historiana

12 new Europeana source collections and 12 new e-learning activities on Historiana



5 Integrations

Five integrations of Europeana content in online learning environments



40 Net Promoter Score

In average, we aim for a Net Promoter Score of 40 in the education market

RESEARCH

We will deepen our partnerships with research institutions, networks and initiatives, such as EOSC, CLARIN and DARIAH, and expand the Europeana Research community to

further the awareness and use of digital cultural heritage in academic research. A new strategic plan for Europeana Research will be published in April 2019.

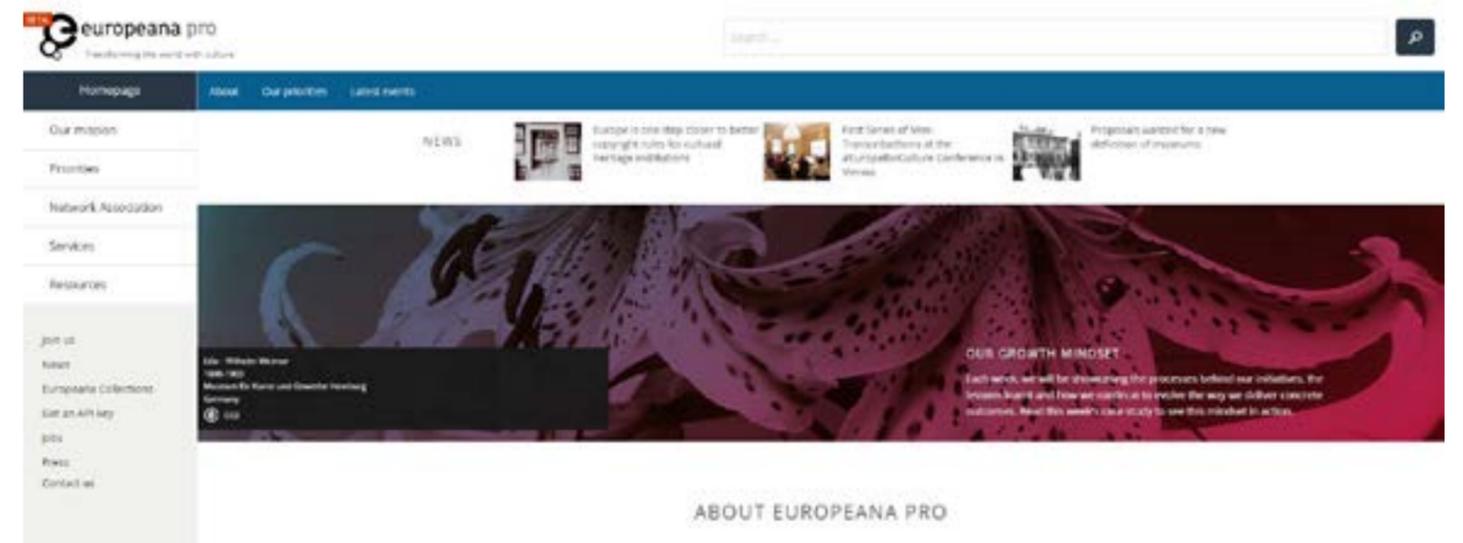


Winners of the Europeana Research Grants Programme 2018, Europeana Foundation, CC BY-SA

EUROPEANA PRO

Europeana Pro is the primary information platform for the Europeana Initiative. This year, our focus is to simplify the organisational structure of the site so that it becomes easier to find what you are looking for. We will update our design style guide and apply it to the look and feel of the site.

The result will be a Europeana Pro that reflects the Europeana core values - mutual, usable and reliable - and makes it easy for cultural heritage institutions and professionals to join up and join in. The revamped Europeana Pro will be visible by the end of May 2019.



Europeana Pro homepage, Europeana Foundation, CC BY-SA

RIGHTSSTATEMENTS.ORG

As coordinator of [Rightsstatements.org](https://rightsstatements.org), the Europeana Foundation will contribute to higher levels of awareness of the benefits of accurate licensing and labelling for cultural heritage.

We will do so by delivering training resources and reference material to support members to implement the rs.org statements. Working groups will develop the interoperability of the statements to ensure they continue to meet contemporary international standards, and develop partnerships with knowledge platforms from outside the cultural heritage sector that host cultural heritage data.

Translations of the statements into French, Polish, Swedish, Romanian and Portuguese are under way and expected to be published in 2019.

As a user of Rightsstatements.org, the Europeana Foundation will encourage data partners, in particular those operating in Estonian, Finnish, German and Spanish (translations added in 2018), to implement the rs.org statements and to share their experiences throughout the Europeana Network Association.

IMPACT FRAMEWORK

With the cultural heritage sector showing positive signs of embracing the concept of planning and assessing impact as a means of expressing its value, we will continue to develop the impact toolkit as a resource for our partners. This year that includes the development of 10 new impact assessments

of Europeana activities, and the development of an interactive dashboard to interrogate the ENUMERATE data about the state of digitisation in Europe (as a collaboration with our partner, DEN). The first edition of the ENUMERATE dashboard will be available in September.



A Vision for European Cultural Heritage 2025, 2018, Bulgaria, Sebastiaan ter Burg, CC BY

EXTENDING CORE SERVICE

EXTENDING THE CORE SERVICE

With a consolidated Core Service, we can look to strategically extend our offering in exciting and innovative directions - from improving the aggregation landscape to finding new ways of presenting and working with cultural heritage material.

To do this, we will continue to develop collaborations in research and development, to work with a range of partners in Generic Services projects and to integrate the results of all Generic Services projects into Europeana Collections.

In May 2019, we aim to submit a new proposal under the new Generic Services project call that aims to improve the quality of the current collections, as well as deliver new curation.

In December, we will take an opportunity to reflect on progress by bringing Europeana Foundation staff together with all Generic Services project managers and representatives of the European Commission.

EUROPEANA COMMON CULTURE

A new Generic Services project, Europeana Common Culture, began on 1 January 2019. The project brings 24 partners (and eight associate partners) together to improve the functioning of the network of national aggregators by harmonising policies, experimenting

with novel technologies and supporting emerging national aggregators in their development. This should result in a stronger and healthier aggregation infrastructure in Europe, which allows cultural collections to flow easily throughout the system.



Europeana Common Culture Kick-off meeting, 2019, Latvia, Europeana Foundation, CC BY-SA

COMMON CULTURE

24

Full partners



PROJECT OBJECTIVES



4 million Tier 2+
4 million records improved in Europeana Collections to Tier 2, 3 or 4



1.7 million Tier 3+
1.7 million records improved in Europeana Collections to Tier 3 or 4



Policy recommendations
A policy document and recommendations on the landscape of national aggregators in Europeana



Pilots
Pilots with Linked Open Data, Wikidata, Feedback Loop and 3D content



Training
Training and workshops developed and run for national aggregators



National Aggregator
Other partner

ENRICH EUROPEANA & CROWDHERITAGE

Two Generic Services projects will extend the Europeana platform using participatory elements:

[EnrichEuropeana](#) will offer options for transcribing handwritten texts into human and machine-readable text so that content and stories become more accessible for play and research. It will use the Europeana Transcribe platform and organise transcribathon events. During 2019, four events will take place - in Romania, Poland, the Netherlands and Austria.

[CrowdHeritage](#) uses the platform withcrowd.eu. It asks people to describe Europeana Collections material with reference to specific

features - colours, locations and subjects.

The Europeana Foundation will support events and develop the technology to enable the exchange of the transcribed data into the Core Service using the Annotation API. The Europeana Foundation will develop a policy and guidelines on how to deal with improved, updated and corrected metadata from sources other than the original provider, i.e. from user annotations and transcriptions. We will make sure that these are shown appropriately on Europeana Collections and that it will be possible to correct and approve the updated metadata if necessary.

EUROPEANA MEDIA

The [Europeana Media](#) Generic Services project aims to increase the appeal, visibility, reuse, research and interaction with Europe's audiovisual heritage in Europeana Collections and third-party platforms that use Europeana content. It will deliver functionalities that will offer researchers, educators and

citizens better access so they can incorporate audiovisual content into their working environments, such as video fragment quoting, subtitling, and embedding media.

The Europeana Media's media player will be integrated into Europeana Collections in December 2019.



Group of school children who participated in Transcribathon event, 2018, Austria, Frank Drauschke, CC BY-SA

RESEARCH & DEVELOPMENT

IIF - International Image Interoperability Framework

We will contribute to the [IIF community](#) - through conferences, workshops, working groups - and develop and prototype IIF-related technologies that can lead to better discoverability and harvestability of content and metadata.

eTranslation

In cooperation with the Commission's [eTranslation](#) team, we will evaluate the application of the automatic translation service to static site content and try to

extend that to some of our ingested data. We will also encourage others in our sector to adopt automatic translation.

3D

A [EuropeanaTech](#) community Task Force will work on increasing the support for and availability of 3D cultural heritage in Europeana Collections. It will update the Europeana Publishing Framework and provide guidance on publishing 3D content.



Hacking Culture Bootcamp 2015, Sebastiaan ter Burg, CC BY

INNOVATION

INNOVATING THE CULTURAL HERITAGE SECTOR

To support innovation in the cultural heritage sector, the Europeana Foundation, with partners Sound and Vision, has developed an [innovation agenda](#). This agenda will guide our decisions on participating in new projects, pilots or other activities outside of the Core Services, with all work supporting the sector's digital transformation.

The four drivers from the innovation agenda are:

Institutional strategy and impact: strengthening the network of cultural heritage institutions and increasing their reach and impact.

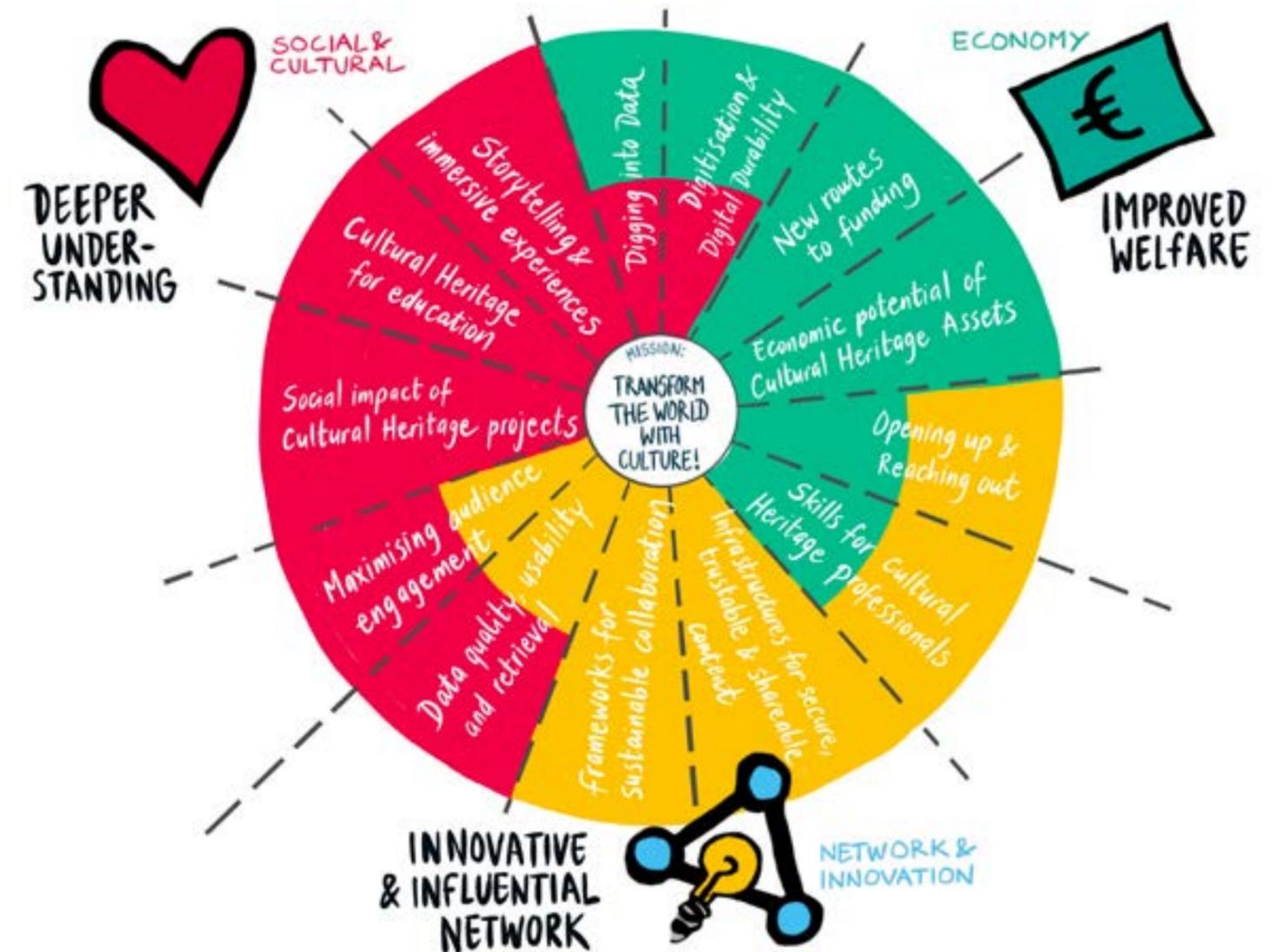
Technological innovation: ensuring long-term access to cultural assets

and continuously improving digital content, tools and services offered by cultural heritage organisations.

Social change: increasing the social impact of the cultural heritage sector and its contribution towards the well-being of European citizens.

Economic innovation: enabling cultural heritage institutions to become more responsive to financial challenges and harnessing the economic impact of cultural heritage assets.

The innovation projects we are currently participating in (Time Machine, V4Design, GIFT) put these drivers into practice. Each project is funded under Horizon 2020.



Impact of the innovative cultural heritage sector, Elco van Staveneren, CC BY-SA

TIME MACHINE

The Europeana Foundation is a founding partner in the [Time Machine](#) project, which aims to use artificial intelligence for the mass digitisation and interpretation of collections and to create completely new ways to interact with that data. The project is currently funded as a preparatory project, for which the Europeana Foundation is responsible for the evaluation of impact in areas such as education, research and the development of smart cities.

The standards, frameworks and collections of the Europeana service will become important building

blocks for the Time Machine in the future. This preparatory project will start in March 2019 and will deliver a project proposal for the Time Machine project in early 2020.

Using our Impact Assessment Framework, working with partners University of Venice and the Institut National de l'Information Géographique et Forestière, we will organise four impact workshops in fields such as education, research, cultural heritage institutions, and smart cities and tourism.



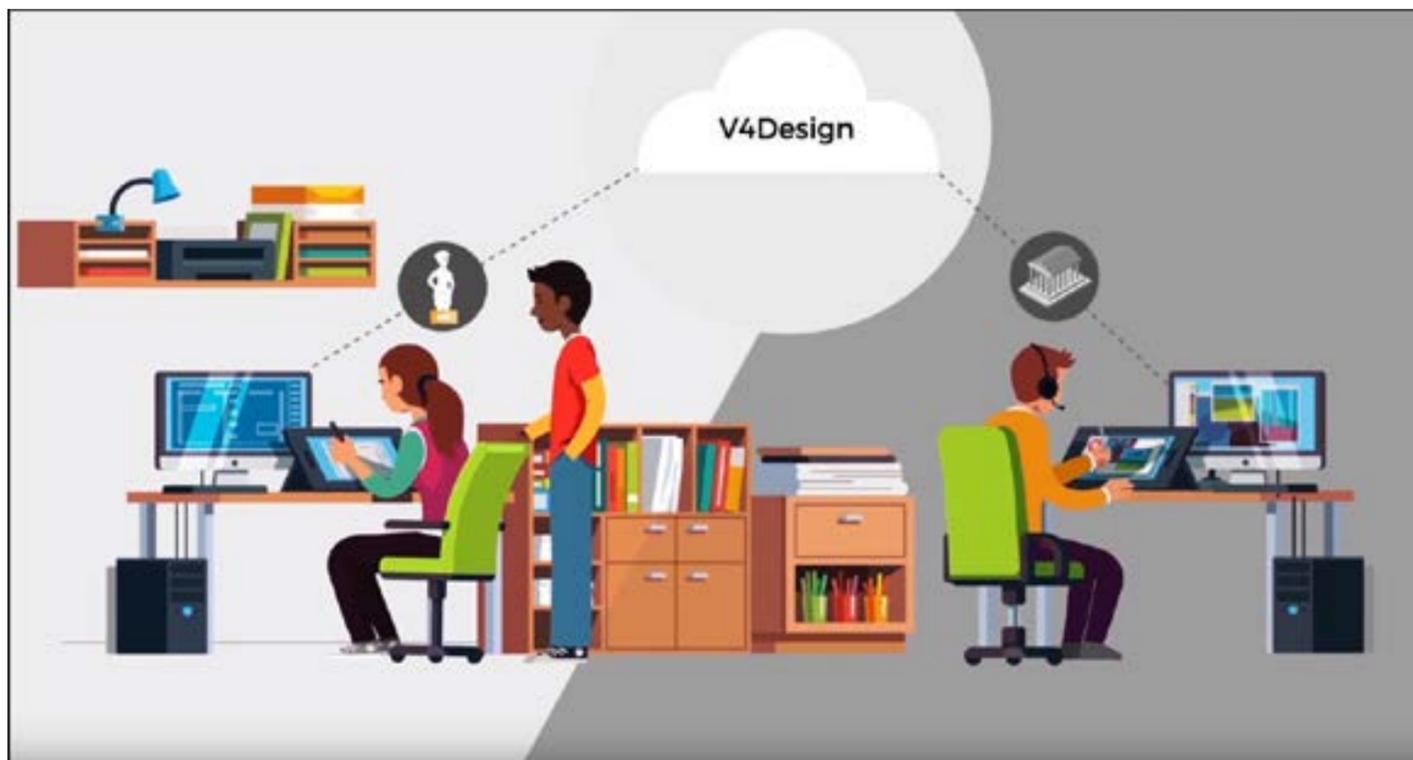
[Amsterdam Time Machine project, 4D model of Occo's house in present Kalverstraat](#)

V4DESIGN

[V4Design](#) will bring digitised cultural heritage assets directly into the tools used by architects and video game designers.

Having delivered datasets to the project in 2018, this year, the Europeana Foundation will focus on

creating suitable train-and-test sets to train various algorithms. These will become the first freely reusable, openly licensed, tagged, cultural heritage 'big data' sets available for all. They will underpin state-of-the-art artificial intelligence projects in cultural heritage.



[V4 Design infographic](#), CERTH

GIFT

[GIFT](#) explores hybrid forms of virtual museum experiences. It brings together artists, designers, museum professionals and computer scientists to help museums create personal encounters with cultural heritage, both in physical and digital realms.

GIFT runs until December 2019 and the Europeana Foundation will support the project by coordinating the dissemination activity.



[GIFT \(prototype app\) by Blast Theory](#), [Blasttheory](#)

NETWORK AND AGGREGATORS

EUROPEANA NETWORK ASSOCIATION



AGM 2018 Austria, Europeana Foundation, CC BY-SA

Over 2,300 professionals across Europe are a member of the Europeana Network Association.

2019 will bring change to the Europeana [Network Association](#). The election of the [Members Council](#) has brought 19 new members to

the Council, as well as a completely new [Management Board](#) of the Association.

Led by their steering groups and related Task Forces, the Network Association's six [communities](#) - Europeana Communicators,

EuropeanaTech, Europeana Copyright, Europeana Impact, Europeana Education and Europeana Research - will activate their members to deliver action plans with results that will make a difference to the wider cultural heritage sector.

The Europeana Foundation will continue to support the ENA as its secretariat and work with it to design shared policies and standards and to strengthen the cross-domain fabric of Europe's cultural heritage sector.

EUROPEANA CONFERENCE 2019

In November, the Europeana Foundation will organise a conference that will allow the Europeana Network Association communities to meet and discuss their progress and direction.

A plenary programme will include keynote speakers, an overview of Europeana developments, project pitches and other input from the Network Association, as well as the

opportunity to attend the Europeana Network Association General Assembly. A committee to steer the event will be formed at the Members Council's first meeting in March 2019.

The event will take place on 26-29 November at the National Library of Portugal, Lisbon.

EUROPEANA AGGREGATORS' FORUM

The Europeana Aggregators' Forum (EAF) represents 31 accredited aggregators and coordinates the effective functioning of a pan-European cross-domain aggregation ecosystem at operational and strategic level.

At operational level, accredited aggregators ensure the development and uptake of standards and frameworks and have an active role in shaping the aggregation process and outcomes. At a strategic level, the EAF functions as an advocacy body for pan-European aggregation.

In 2019, we will complete the process for accrediting aggregators and conclude the first round of aggregator accreditation. We will also conduct discussions with the EAF which will result in a set of recommendations from aggregators to support the development of Europeana's future strategy.

The Europeana Common Culture project will contribute significantly to the further development of the aggregation landscape in Europe and the EAF. A large group of national aggregators are full partners in that project and domain aggregators are also represented.



Europeana Aggregators' Forum meetings
3-4 April 2019, The Hague, The Netherlands
Autumn 2019, Sweden

EUROPEAN PRESIDENCY MEETINGS

Romanian Presidency

The Europeana meeting under the Romanian Presidency 2019 aims to highlight the impact of exposing cultural heritage online, and to provide a platform to discuss the importance of national aggregation infrastructures to the digital transformation of cultural heritage sector using Romania as a case study. We will organise this meeting together with the Romanian Ministry of Culture and National Identity.

Finnish Presidency

Europeana Foundation and the Finnish Ministry of Education and Culture will jointly hold a meeting on 24-25 October in Espoo on multilinguality in the digital era and in Europeana. We will focus on multilingual information resources, multilingual data processing and enrichment, desired functions and best practices, sophisticated search interfaces and retrieval capabilities as well as the user/reuser needs and behaviour when interacting with Europeana Collections.



Presidency event Estonia 2017, Europeana Foundation, CC BY-SA

EUROPEANA OFFICES

EUROPEANA OFFICE

Most [staff](#) work from our headquarters in The Hague although some of our colleagues work from Italy, France, UK and Belgium. Diversity is important to us. Our current team includes 17 different nationalities, some young, some older, with about an equal number of men and women.

For 2019 we have two priorities: we are going to invest in staff development and improve our internal processes. We will work together on common issues in cross-functional teams, invest in personal development, and stimulate creativity and efficiency. To achieve the results we want, we will actively nurture a common culture with people's intrinsic motivation at its core. We will reduce the burden of reporting by repurposing information for both

internal and external reporting and look into possibilities for automating processes for creating and analysing statistics.

We continue to believe in our core values - that everything we do is mutual, usable and reliable. We also believe in equal treatment between genders and therefore support the [No Women No Panel Campaign](#) initiated by Commissioner Mariya Gabriel.

Last but not least, we will encourage our employees and our organisation to become 'greener'. We can do this by taking the train instead of the plane more often, by avoiding unnecessary use of paper and plastic, and by providing more vegetarian alternatives to meat. Small things that can have big effects.



17 Nationalities

Our staff have various nationalities coming from around the world, ranging from Europe, to Asia, Australia, and New Zealand.



No Women No Panel initiative

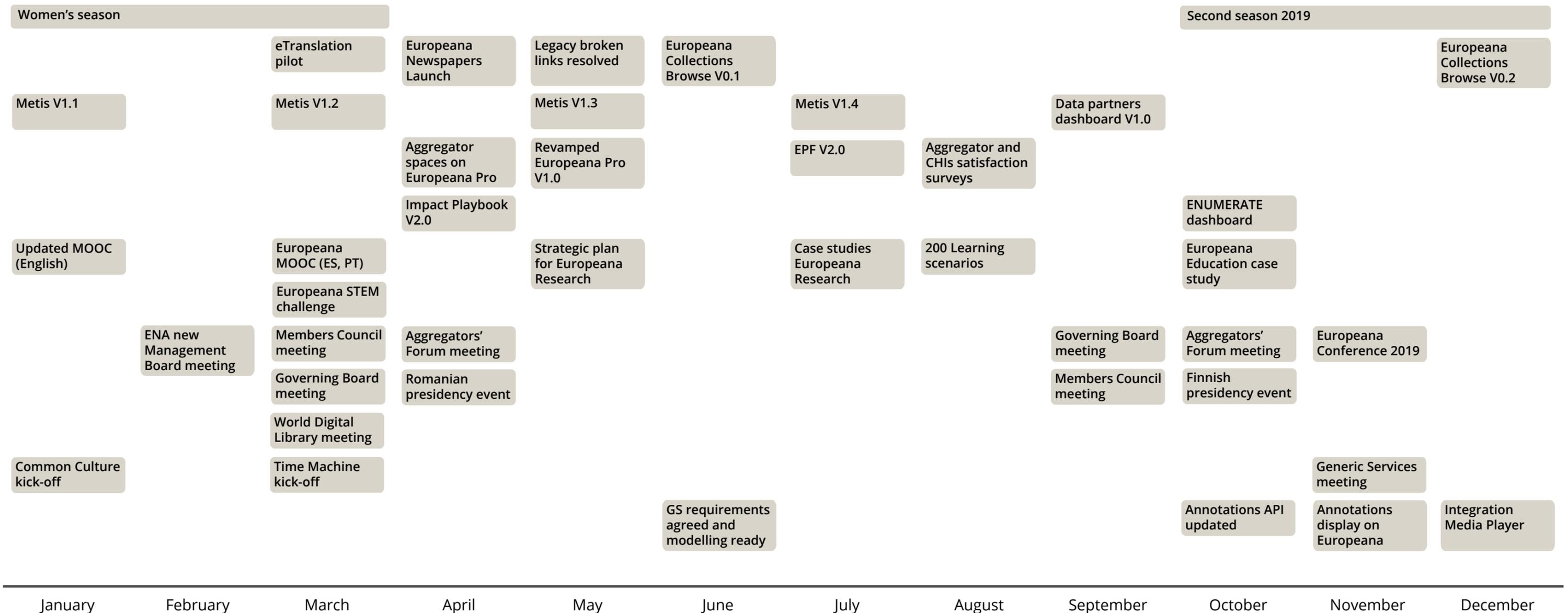
We will support the No Women No Panel Campaign to ensure that women are more represented in panels and conferences related to digital cultural heritage.

YEARLY PLANNING

AGM 2018 Vienna, Europeana Foundation, CC BY-SA



PLANNING OVERVIEW 2019



BUDGET 2019

BUDGET 2019

INCOME

	Core Service Platform	Generic Services	H2020 - Innovation	Total budget
Subsidy	5,318,280	489,740	111,229	5,919,248
Subsidy European Commission	5,318,280	362,948	111,229	5,792,456
Contribution from Member States	-	126,792	-	126,792
Other income	7,500	-	-	7,500
Tickets for events	7,500	-	-	7,500
TOTAL INCOME	5,325,780	489,740	111,229	5,926,748

COSTS

	Core Service Platform	Generic Services	H2020 - Innovation	Total budget
Personnel staff	4,053,584	459,266	80,150	4,593,000
Personnel staff costs	3,953,584	459,266	80,150	4,493,000
Recruitment	30,000	-	-	30,000
Training and education	45,000	-	-	45,000
Other personnel costs	25,000	-	-	25,000



	Core Service Platform	Generic Services	H2020 - Innovation	Total budget
Housing costs	100,000	459,266	80,150	100,000
Costs for housing	66,000	459,266	80,150	66,000
Costs for office IT and desk spaces	34,000	-	-	34,000
Operating costs	235,000	-	-	235,000
Office supplies	5,000	-	-	5,000
Depreciation	15,000	-	-	15,000
Insurances	65,000	-	-	65,000
Financial/Payroll administration and costs	70,000	-	-	70,000
Other external services	40,000	-	-	40,000
Other general office costs for audit	40,000	-	-	40,000
Subcontracting	585,161	-	-	585,161
Platform operation, maintenance and development	409,661	-	-	409,661
Fostering reuse	65,000	-	-	65,000
Communication and dissemination	75,500	-	-	75,500
Surveying impact for audit	30,000	-	-	30,000
Project management	5,000	-	-	5,000
Other direct costs	400,999	3,756	8,833	413,588
Travel costs	152,500	3,756	8,833	165,089
Event costs	190,000	-	-	190,000
Other direct costs	58,500	-	-	58,500
Overhead covered by other projects	48,964-	26,718	22,246	-
TOTAL COSTS	5,325,780	489,740	111,229	5,926,748

COLOPHON

The Europeana Foundation is an independent foundation, registered under Dutch Law and has its offices in the Koninklijke Bibliotheek in The Hague, The Netherlands.

Our mission: 'We transform the world with culture'. We build on Europe's rich cultural heritage and make it easier for people to use for work, learning or pleasure. Our work contributes to an open, knowledgeable and creative society.

The Europeana Foundation is the operator of the Europeana Digital Service Infrastructure (DSI), under the Europeana DSI-4 Service Contract. Europeana DSI-4 is funded by the Connecting Europe Facility of the European Union. It is operated by a consortium led by the Europeana Foundation.

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www.europeana.eu
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In addition to being the operator of the Europeana Digital Service Infrastructure, the Europeana Foundation participates in several projects and initiatives, funded by the European Union and Member States.

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