



européana

**COLLABORATING FOR
CULTURAL HERITAGE**
Annual Report & Accounts 2016

The Grey Dance
Wäinö Kunnas 1928
Finnish National Gallery, Helsinki
CC BY

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Foreword by Executive Director

2016 was truly a year of collaboration between all stakeholders who strengthened the use, finances and quality of Europeana. Council Conclusions epitomised such collaboration. Twenty eight Member States (MS) clearly recognised the role of the platform, and reinvigorated interest in Europeana as a pillar in the European project. The opportunity of the Council Conclusions led us to reflect on where we were going and what we could really achieve. This effort by everyone involved in Europeana, from the European Commission (EC) to Member States to Cultural Heritage Institutions and the Europeana Network, concluded in the delivery of an [update to Europeana Strategy 2020](#).

Yet last year wasn't just about thought, but action.

Cultural Heritage Institutions have striven to improve their content, doubling the amount of tier 2 material available thus providing more opportunities for people to find it through Europeana. This was helped by MS, with their museums and libraries each delivering up to 10 high quality, open pieces of art for the successful [#Europeana280](#) campaign. That campaign furthered our ability to collaborate with the creative industries by bringing art to the streets with [#BigArtRide](#) and [#Jumpinglacks](#). And we held our first Europeana 1914-1918 Transcribathon, crowdsourcing to make understandable diaries and letters from WW1 and directly engaging people with their past.

Direct collaboration with Cultural Heritage Institutions and the work of National and Domain Aggregators helped deliver results on our goal of improved data quality, which in turn helped our search capability, with a 24% improvement over 2015.

Collaboration has made the [Europeana Network Association](#) into a consolidated movement that contributed enormously to our joint achievements in 2016. Their volunteering in areas such as copyright, IIF, standardisation, multilinguality and

search improvement makes national heritage discoverable and reusable, including in Education and Research, creating more equal access to knowledge. Demonstrating this societal impact of our work beyond numbers, the [Impact Framework](#) adds to our other frameworks on copyright, publishing and our DPLA joint venture on [Rightsstatements.org](#).

And of course none of this would happen without the Europeana office team, with their skill in bringing people together, according to their interests. Working with partners and passionate experts we have launched two new thematic collections, [Europeana Art](#) and [Europeana Music](#), which are proving their worth through deeper levels of engagement. This is the team which brought [Europeana Radio](#) to life, delivered continuous publication and developed new partnerships with Ministries of Education and [TheArts+](#) at the [Frankfurt Book Fair](#). They showed new ways of seeing our heritage via [GIFitUP](#) and the ["Faces of Europe"](#) exhibition.

Together with the Marketing & Communications team in Europeana, the [#AllezCulture](#) working group enhanced awareness about Europeana using the tagline "I am @Europeana", which resulted in 10 million impressions on social media. And sharing Europeana content online in the places where people work and play, such as [Wikimedia](#), [Pinterest](#) and similar platforms, has resulted in 126 million views this year - almost double 2015's figure: our goal of providing better access is not just a dream: we are making it a reality.

Collaboration in 2016 has shown what we can do together, with stakeholders advising on how to sharpen our strategy, or by making more effective use of the Task Force results of the Europeana Network Association, which themselves were tied to the [2016 Business Plan](#). Nearly all our KPI's were delivered. Europeana collections and thematic

collections score highly, although the professional sites haven't been quite so successful. End user products have not met their target KPIs in terms of traffic, mainly due to the de-indexing by Google, which sees Europeana as a metadata farm. Ultimately, however, we want to understand Europeana's impact, rather than just knowing how many people visited the platform.

Special thanks are due to our dedicated Board who have helped us to refine our Strategy, own our position in the light of Council Conclusions, and keep us on the straight and innovative path. In this regard I would like to credit Bruno Racine, who, moving on from his Presidency of the Bibliothèque nationale de France also stood down as Chair of Europeana after nearly four years of great guidance and service.

The Hague, 6 April 2017



Jill Cousins
Executive Director



Jill Cousins, Europeana
Executive Director.
Europeana, CC BY.

Value for partners

Introduction

A key component of our strategic plan is to increase the value that our users and partners derive from their interaction with Europeana. This year we focussed specifically on improving the user experience (UX) of the websites, which are the primary touchpoints with our partners. A lot of effort was invested in improving the navigation, the content, brand elements and packaging of Europeana Collections, Pro and Labs and finding out how users experienced this. The overall message that we received was that Europeana Collections and thematic sites are rated high while Pro and Labs are scoring just under the threshold (see impact indicators) and will be redesigned as a consequence.

Europeana Art & Music thematic collections

Europeana Art, supported by an expert Advisory Board staffed by professionals from a variety of European art museums, gathers almost 1.5m artworks and presents online exhibitions, guest blogs and editorial features. Featuring more than 80 artworks from 29 countries, *Faces of Europe* is the most extensive online exhibition Europeana has ever presented. More than 50,000 visitors explored the seven-part exhibition last year and it achieved high levels of audience satisfaction.

Europeana Music, supported by Europeana Sounds, brings together more than 364,000 recordings, sheet music, and other music-related collections from Europe's audio-visual archives, libraries, archives and museums. This thematically focused approach works - results show that engagement in thematic collections is three times higher than in the general portal.

Copyright Reform

Europeana has long been advocating for changes to the European Union's copyright framework,

arguing for better copyright rules that would allow archives, museums and libraries to make more of their collections available online and thus strengthen the Europeana offer. Following the European Commission proposal for modernising the EU copyright rules in September, the Members Council of the Europeana Network Association approved an updated mandate drafted by the Copyright Working Group, serving as the basis for ongoing efforts to improve the Commission's proposals. A copyright panel session was held at the AGM, looking at contributions Europeana can make towards EU Copyright reform that supports our Cultural Heritage Institutions. This received strong support from across the Europeana Network.

Work on Metis & Operations Direct

Europeana began the development of Metis, a new toolset for aggregating data from partners to improve efficiency, flexibility and scalability. Metis will replace the current toolset and will gradually enter production from late 2017. It builds on an extensible micro-service architecture with an improved user experience, increased automation, improved data quality statistics and support for incremental harvests.

The Operation Direct project aims were to research, prototype and test innovative ways for Europeana to aggregate data, with its results informing future product development. In 2016, the project commenced on the hypothesis that direct, API-centric and autonomous provision of data to Europeana by individual institutions in the Europeana ecosystem would be a key aspect of the technology organisation of future aggregation systems. The project interviewed 15 aggregators and Cultural Heritage Institutions, and developed a prototype read/write API with three pilot client applications and will continue in 2017 looking at scalability issues.

Nominet100

Our shared goal is to transform the world with culture. In 2016 Europeana was celebrated as one of the world's 100 most inspiring examples of tech for good, highlighting that the combination of cultural heritage and technology can be truly transformative – promoting understanding, learning and creativity. Following a global call for nominations [Nominet Trust](#), the UK's leading tech for good funder, named Europeana in the 2016 NT100 – a celebration of 2016's [100 most inspiring social innovations](#) using digital technology to drive social change around the world. NT100 brings together entrepreneurs, innovators, NGOs, charities, technologists and others to share knowledge, experience and skills to introduce social change on a global scale. We thank all our partner Cultural Heritage and Creative Institutions which helped Europeana to contribute to social good.

Performance indicators

Our goal in 2016: To create and demonstrate direct value for our customers – data partners, Cultural Heritage Institutions, amateur audiences and creative re-users.

How we measured: We used the Likert scale system ranging from 1 (poor) to 5 (excellent) stars.

What we wanted: A very good or excellent rating (4-5 star) for all products by more than 60% of our partners and customers and we ran several user satisfaction surveys asking users how they would rate each Europeana product.

The results: Europeana Collections and thematic collections met or exceeded the aimed-for satisfaction levels. The professional sites scored lower than aimed for and will be redesigned in 2017. Rated very good or excellent (four stars or higher) were:

Europeana Collections:	62.0%
Europeana Music:	63.7%
<i>Faces of Europe</i> exhibition:	71.4%
Europeana Labs:	55.1%
Europeana Research:	42.5%

In addition users of thematic collections viewed pages and stayed on site on average three times longer than on Europeana Collections.

Improving the data

Introduction

With a database of 54 million items from more than 3,700 Cultural Heritage Institutions, largely developed via EC project funding, in 2016 we turned our attention fully to improving the quality of the data from our partners. Implementing the [Europeana Publishing Framework](#) we sought to help contributing content partners understand what they get for what they give, and to impose quality measures so that the material is actually usable by our education, research and creative industry partners while being appealing to the public. Data was also improved through the wholesale application of new interoperable rights statements and investment in our multilingual capabilities.

Data Quality improvements

We invested in new approaches to improve the quality of our data, alongside the work on interoperability of rights statements and IIIF to render images. In close collaboration with our aggregating partners, we continued to refine efforts to enhance data quality. In preparing for the Art Nouveau season, we worked with a number of institutions to either bring in new data ([Museum für Kunst und Gewerbe Hamburg](#) via [DDB](#)) or improve existing data (the High School of Visual Arts in Budapest via [MUSEU](#)). We also started to work more individually with aggregators to improve data quality. We have achieved some significant improvements already with, among others, the Swedish National Heritage Board and its partners as the Östasiatiska museet, and EUScreen and its partner Norsk rikskringkasting.

Search & Multilinguality

2016 saw strong efforts in search and multilinguality. Using a new algorithm, we improved ranking effectiveness in Europeana Collections by 24.1%, as reported in the [DSI1 report on search](#)

[improvement](#). Content-based search now enables users to locate media using characteristics such as colour, resolution, and sound quality.

Groundwork was laid for future improvements with a logging framework to get better insight on user behaviour and tune search algorithms. We also created a first version of the Europeana Entity Collection, a knowledge graph with multilingual descriptions of people, places and concepts that augments Europeana's search index with more multilingual data.

We also updated our best practices for multilingual access, worked on standardising metadata on the language of cultural objects to help users interested in objects in specific languages, and have carried out promising experiments on detecting the language of metadata itself, such as titles or descriptions.

Standards & Rights

Europeana has become fully committed to IIIF (International Image Interoperability Framework), a standard in development for better showing of images. Since last summer, five national museums and libraries have updated their mappings to be compliant with our guidelines and properly displayed in Europeana Collections, and more data partners are lined up. Besides supporting its community and its goals, Europeana became a Founding Member of the IIIF consortium and has been voted to its Executive Committee. Europeana is a co-founder of [RightsStatements.org](#), with the DPLA, to provide standardised rights statements for use by Cultural Heritage Institutions to indicate the copyright status of digital objects which they make available online. Our data ingestion processes and Search API have been updated to support the new [Rightsstatements.org](#) licences as well as discovery of items with IIIF imagery.

Europeana 1914-18 Transcribathon

Innovative approaches to improving data took in crowdsourcing with the launch of [Transcribe Europeana 1914-18](#). This online campaign was launched to unlock important testimonies of the First World War for future generations by transcribing handwritten texts (contributed via [www.europeana1914-1918.eu](#)) that would be difficult to read and cannot be searched or translated automatically online. A simple e-tutorial (at [www.Transcribathon.eu](#)) teaches participants how to decipher old and difficult handwriting in various languages with an easy-to-use online transcription tool. Through a series of Transcribathons we aim to build an international community of contributors who can share their knowledge and experience. Importantly, participants add their own transcriptions, geo-tags and annotations to texts, enabling greater understanding and access to historical texts in 22 languages.

Performance indicators

Our goal in 2016: Improve data quality to help meet the needs of our audiences against a backdrop of technological advances and related user expectations.

How we measured: The [Europeana Publishing Framework \(EPF\)](#) with its four tiers of participation in Europeana means that data partners can see the benefits of providing higher quality data and what we can do for them in each tier.

What we wanted: To add at least 2.5 million records to tiers two, three and four of the EPF.

Results: More than three million records added – with the caveat that 1.5 million of tier four material came from one provider - the Norwegian Esso drilling archive. In addition there has been widespread adoption of the EPF and partner promotion of it (including five translations).

Opening up the data

Introduction

Particular emphasis was placed on improving our art museum contributions, which led to some significant improvements for the user on and off Europeana. New partnerships were forged to help art reach new audiences all over Europe, resulting in some great press coverage and rich user experiences. As well as inspiring our creative industry partners this material was taken up in our education and research markets. Sharing data via social media, Wikipedia and in new creative ways was a big success, which led to a doubling of our reach in 2016. Less successful was our ability to get indexed by Google and meet our on-site KPI's. However the strategy of more curation and thematic channels is paying off with increased traffic and longer times spent by users browsing and searching the collections.

Europeana 280/Big Art Ride/Wiki-data challenge

347 artworks, 146 participating institutions, 29 countries: showcasing art treasures from each EU country, the Europeana 280 campaign engaged the European audience in innovative ways. From April to December, it featured exhibitions, events, partnerships and social media activity connecting people with their cultural heritage through technology. 28 Culture Ministries across Europe (and Norway) delivered high quality digitised artworks, gathered in Europeana Art and representing their country's contribution to Europe's art history. The campaign brought art to the street with #BigArtRide. Touring eleven cities in nine countries, the virtual reality event attracted crowds, with participants racing against each other through a virtual city populated with artworks from Europeana 280. The 280 Art History Challenge on Wikimedia saw 816 articles about artworks featured in the campaign, which were written and translated in 39 languages.

#GIFitUP and DailyArt

2016 saw us build on partnerships with external social media platforms to help Europeana content follow the user. For 2016, the international #GIFitUP contest, run in conjunction with the DPLA and TROVE created a special category to encourage re-use of high-quality openly licensed material submitted for Europeana 280. In the main #GIFitUPcontest, Europeana content was used for 57 of the 128 entries, including the overall winner and two of the five runners-up. And 19 gifs were created and submitted using Europeana 280 artworks. #GIFitUP reached an audience of more than four million.

At the same time, the Daily Art app, which delivers one piece of art a day to its followers, reused numerous treasures from Europeana 280 and shared them with its community, reached a wider network of art enthusiasts and creatives across Europe.

Research challenge

Aimed at early career scholars, the Europeana Research Grants Programme is one of the key activities of Europeana Research. It looks for individual projects making use of Europeana Collections for research purposes, employing state of the art tools and methods in the Digital Humanities. Launched in September 2016, the programme received more than 150 submissions from around the world including many high quality proposals, which made the selection a tough process. The Europeana Research Advisory Board, bringing in a wide-ranging spectrum of digital humanities expertise, awarded Visualising Voice: Analysing spoken performances of nineteenth-century French Poetry (Caroline Ardrey, University of Birmingham); Interdisciplinary Metadata Frameworks: The MuSO Project (Timothy Duguid, University of Glasgow) and Mapping colonial

Copenhagen (Nanna Thylstrup, University of Copenhagen) for the first edition.

Educational use

Europeana has been increasing its visibility to educators through the integration of its content on apps such as Art Stories FACES, as well as educational platforms including the Learning Resource Exchange portal (in partnership with EUN), and Historiana (in partnership with EUROCLIO). Europeana's educational offer was also promoted through events: Europeana was a guest of honour during the Ludovia 2016 educational summit in August, which brought together 800 French educators and educational providers in the Pyrenees; the TU Europeana project introduced a series of workshops raising awareness about Europeana's collections in Poland; to promote Europeana to educational publishers, Europeana took part in the Frankfurt Book Fair in October.

Creative industries

Activity within the creative industries was widespread and varied.

Europeana innovation challenges were organised in February and October on the themes of WW1, Art, Music and Fashion.

Four viable business projects were initiated through Europeana Challenges and external competitions: VR quiz (winner from the Creative Estonia competition), the Art Stories FACES app and Storypix (winners of the first Europeana challenge) and NSAT (winner of the second challenge).

Two startups were created as a result of our competitions: building on Europeana's activity, VR quiz and Storypix established their own companies to make their winning project a reality.

In October, Europeana partnered with THE ARTS+

Fair, as part of the Frankfurt Book Fair. Workshops were held to discuss the educational re-use of the content through partnerships across Europe, and saw five prototypes being developed over three days.

Performance indicators

Our goal in 2016: To increase the use and visibility of our partners' content as per the four tiers of the Europeana Publishing Framework.

How we measured: The use and re-use of content through click-throughs, downloads of media items, visits to Europeana end user-products, and impressions of Europeana content on our platform as well as on social media.

What you should know: Impressions on and visits to our end-user products are behind target mostly due to de-indexing by Google and a drop in organic search traffic from Google. This trend is reversing and our strategy to address it by placing content on third party sites has worked with 126 million views of Europeana content on social media and Wikimedia.

What we wanted: 7.1 million visits to our end-user products Europeana Collections, Europeana 1914-1918, and end-user blogs. 6 million people reach and engaged through social media.

Results: 4.4 million visits by the end of 2016 was fewer than anticipated. However social media exceeded expectations, reaching and engaging 11 million people.

% of KPIs reached

Visits to end-user products	61.5%
Impressions of end-user products	64.4%
Impressions on social media	163.9%
Impressions on Wikimedia products	257.5%
Downloads via Collections	172.79%
Click-throughs	56.7%

Strengthening the ecosystem

Introduction

Of huge importance in 2016 was the renewed impetus given to Europeana by Member States in Council Conclusions on Europeana, led by the Dutch under their European Presidency. These Conclusions led directly to the establishment of funding on a more solid footing and increased awareness of the work and benefits of Europeana. A direct consequence of the conclusions was the review of Europeana Strategy 2020 and the work of all stakeholders: EC, MS, Cultural Heritage Institutions and the Europeana Network Association to help Europeana Foundation in reaffirming and sharpening our updated Strategy 2020.

Europeana Policy

Under the Dutch Presidency together with policy makers from culture and research we updated our Europeana for Research Recommendations using an innovative digital means to communicate them.

Europeana Network

'*Show us what you've got*', the 2016 Europeana Network Association AGM, was held in Riga at the National Library of Latvia (LNB) on 8-9 November. More than 200 participants engaged with an impressive line-up of 10 speakers, 21 Ignite talks, and key topics at nine Chef's tables. Impact and Sustainability, Disruptive Innovation in Aggregation and Europeana Tech and R&D were among the topics covered. The Europeana Association Members Council also met in Riga and the AGM itself kicked off with the opening of voting for new Councillors. 48 candidates stepped forward, and the Network Association members elected 28 new Council Members, bringing its total to 36.

Strategic update work

In the three years since the launch of our Strategy 2020, the technical landscape and user behaviours continued to evolve. The halfway point and the momentum of Council Conclusions provided a good opportunity to review our progress. Over the summer, the Europeana Foundation Board appointed a Strategy Working Group which, with the Europeana Network, partners from cultural heritage institutions and Member States, took a critical look at the existing strategy. This led to a recalibrated strategy that will make the most of our combined strengths. It channels our energies efficiently and targets the areas where we can have the most wide-ranging impact, giving us three priorities: making it easy and rewarding to deliver data; scaling with our partners to reach wider markets; and engaging people through participatory campaigns and curated experiences. This recalibrated focus was endorsed by the Europeana Network Association at the AGM and approved by the full Europeana Foundation Board early 2017.

Donations by Member States

Council Conclusions on the role of Europeana for the digital access, visibility and use of European cultural heritage were adopted at the Council meeting held under the Dutch Presidency on 30 and 31 May 2016. The Conclusions addressed Europeana's financing, governance, quality of available data and user-friendliness, and aim to reinforce Europeana as a cultural and digital innovation project, increasing Member States' involvement and ownership, and securing its sustainable financing. We are very grateful to the 22 countries who committed a total of €680,450 for 2016/2017 with Croatia, Portugal and the Czech Republic contributing for the first time. This has put Europeana in a stronger financial position.

Performance indicators

Our goal in 2016: An agreement between the European Commission and the Member States about structural funding for Europeana until at least 2021.

What you should know: A lack of structural funding undermines strategic planning, ongoing progress and longer term vision.

Results: Objective successfully met. An agreement is in place for structural funding with the proposed conversion to procurement from a grant model for the funding of Europeana.

Foreword by the Europeana Foundation Governing Board

This financial annual report covers the 12 months of 2016. In this period Europeana was funded by five European Commission projects and one other project, with additional matching funding and great support from European Member State Ministries of Culture and Education.

General

Total income minus total costs provides a positive result for 2016, which is €275,993 including an amount of €3,644, as interest income. The bulk of this result stems from increased Member States contributions for 2016, whom we asked for extra help to increase the overall equity of the Foundation and strengthen our financial position. This places the Foundation in a healthier position financially than 2015.

The Europeana Foundation was again largely project-funded in 2016 (93.4%), but with increased financial support from Member States and a small amount (€56,600) from consultancy in non-EU projects and subcontracting. This has led to a positive result for 2016. With the overall Member States funding in 2016 of €400,950, we gain running costs for a month and can cover the co-funding on projects that start in 2017.

The 2016 overall expenditures are lower than budget but all project deliverables and Business Plan KPI's were met. Staff have been very dedicated, working long hours to complete all tasks to deadline and to a high quality.

We continued in 2016 to have a tight rein on non-project expenses to keep our overhead as low as possible. Compared to 2015 our cash flow position has improved and no credit lines from the bank were required. This is thanks to projects payments from the Commission being more in line with our cash flow needs and the additional contributions from the Member States.

In 2016 we continued to be funded from the European Commission as a Digital Service Infrastructure under the Connecting Europe Facility. We closed Europeana DSI-1 at the end of June 2016, DSI-2 followed immediately from July 2016. Europeana DSI-2 has a total budget for €10 million. The consortium has 35 partners. Europeana Foundation is the Work Package leader for all Work packages. The budget is divided by 65% for Europeana Foundation as core funding for all the activities and 35% for the partners.

2016 is 7.7% underspent against budget. The majority of this underspend comes from lower subcontracting expenditure, seen mainly in, the subcontracting underspend of DSI-1 and a slow start in DSI-2. Our drive to reduce costs wherever possible, resulted in general overhead being much lower (76.2%) compared to budget €206,400 versus actuals €49,156). This underspend on the general personnel expenses are mostly due to a higher number of hours that could be directly allocated to funded activities and a lower amount for depreciation. Time spent by Europeana Management on The European Library is shown in the 'Financial Statement of TEL in 2016'.

Personnel expenses

The structure of the Europeana Office changed slightly in 2016 to reflect more closely our main streams of work against the Strategic Plan 2015-2020, which has been updated at beginning of 2017.

In 2016 the turnover of personnel staff stands at 26, however this includes three interns, five employees we hired for a short period of time and six contractors to fulfil outstanding vacancies in the organisation. This is an increase compared to 2015, where eighteen individuals left the organisation.

Balance sheet as of the period 2016

By the end of 2016 Europeana Foundation had 61 employees (56.44 FTE) an increase of 5 employees compared to 2015 and includes two contractors. There are 18 different nationalities with 1/3 of our staff coming from The Netherlands. The gender division is 50-50.

Operating expenses

The Koninklijke Bibliotheek continued its generosity towards Europeana by extending the SLA 2016 under the same conditions as 2015 and providing a working environment and technical support for all its employees. We also extended the agreement with the British Library for providing a working environment for 3-4 Europeana employees. From August 2016 we started the agreement with the Bibliothèque nationale de France to provide a working environment for one employee, this was expanded with another employee from November 2016.

Overhead

Overhead that may be covered by projects is about 2% higher than budget. The two Europeana DSI projects in 2016 contribute to this, as these allow for 7% of the total project costs (excluding subcontracting) to cover all general costs not directly related to the project.

Project expenses

Personnel project costs are 6.1% over budget for 2016, due to the need to have temporary and contracting staff.

Subcontracting, largely in the projects Europeana DSI-1 and DSI-2 are underspent by 30.9%, due to lower costs for hosting and other subcontracting. Travel expenses and other costs also came in under budget for 2016 (14.6% and 10.4%).

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.

The Hague, 6 April 2017

On behalf of the Governing Board of the Europeana Foundation



J. Muller
Chairman



H. Jansen
Treasurer

(after result appropriation)

ASSETS	Cat.	31/12/2016	31/12/2015
Tangible Fixed Assets	A	€ 23,227	€ 25,110
Total Tangible Fixed Assets		€ 23,227	€ 25,110
Current assets			
Debtors	B	€ 52,200	€ 69,058
Other receivables and accrued income	C	€ 1,636,188	€ 778,832
Cash and cash equivalents	D	€ 1,790,172	€ 711,935
Total Currents Assets		€ 3,478,560	€ 1,559,825
Total Assets		€ 3,501,787	€ 1,584,935

EQUITY AND LIABILITIES	Cat.	31/12/2016	31/12/2015
Equity			
General Equity	E	€ 146,857	€ 90,394
Appropriated Reserves		€ 275,000	€ 55,470
Total Equity		€ 421,857	€ 145,864
Current Liabilities			
Payables		€ 153,918	€ 216,402
Payables concerning taxes and pension	F	€ 108,736	€ 234,139
Other debts and accruals	G	€ 1,281,695	€ 349,726
Advance payments Ministry Funding	H	€ 220,800	€ 202,869
Balance projects in progress	I	€ 1,314,781	€ 435,935
Total Current Liabilities		€ 3,079,930	€ 1,439,071
Total Equity and liabilities		€ 3,501,787	€ 1,584,935

Statement of income and expenses for 2016

Overview of the result 2016

OVERVIEW OF RESULTS 2016	Cat.	Budget 2016	Realisation 2016	Realisation 2015
Total income		€ 6,211,270	€ 6,007,253	€ 4,901,803
Total expenses		€ 6,211,270	€ 5,734,906	€ 4,846,333
Operating result		-	€ 272,349	€ 55,470
Interest				
* Interest paid		-	-	€ 829
* Interest received		-	€ 3,644	€ 4,159
Total interest		-	€ 3,644	€ 3,330
Project overview of The European Library O				
Income		€ 973,710	€ 463,274	€ 798,068
Expenditures		€ 973,710	€ 463,274	€ 798,068
Total of The European Library		-	-	-
Result for the year		-	€ 275,993	€ 58,800

Overview of the income 2016

OVERVIEW OF INCOME 2016	Cat.	Budget 2016	Realisation 2016	Realisation 2015
Subsidy	J			
* Subsidy European Commission		€ 5,968,270	€ 5,543,381	€ 4,506,577
* Ministry Funding		€ 193,000	€ 383,019	€ 189,977
* Other funding		-	€ 12,923	-
* Research Libraries		-	-	€ 55,470
Total subsidy		€ 6,161,270	€ 5,939,323	€ 4,752,024
Other income				
* Other income		€ 50,000	€ 67,930	€ 149,779
Total income		€ 6,211,270	€ 6,007,253	€ 4,901,803

Overview of expenses 2016

OVERVIEW OF EXPENSES 2016	Cat.	Budget 2016	Realisation 2016	Realisation 2015
GENERAL EXPENSES				
Personnel expenses	K			
* Personnel expenses		€ 2,976,455	€ 3,048,254	€ 2,656,724
* Social premiums and pension		€ 744,100	€ 750,670	€ 690,040
* Other personnel costs		€ 94,000	€ 106,455	€ 86,071
* Personnel expenses covered by projects		€ 3,614,555-	€ 3,839,842-	€ 3,294,708-
Total personnel expenses		€ 200,000	€ 65,538	€ 138,127
Operating expenses	L			
* Costs for housing		€ 87,000	€ 77,105	€ 47,999
* General operating costs		€ 181,500	€ 195,717	€ 127,179
* Depreciation		€ 31,500	€ 9,866	€ 13,994
Total operating expenses		€ 300,000	€ 282,688	€ 189,173
Overhead covered by projects	M	€ -293,600	€ -299,070	€ -225,471
Total general expenses		€ 206,400	€ 49,156	€ 101,829
PROJECT EXPENSES	N			
* Personnel project costs		€ 3,614,555	€ 3,833,459	€ 3,250,612
* Subcontracting		€ 1,515,500	€ 1,047,246	€ 854,840
* Other Direct costs				
* Travel expenses		€ 351,500	€ 300,248	€ 282,130
* Other Direct costs		€ 229,715	€ 205,727	€ 131,451
* Overhead		€ 293,600	€ 299,070	€ 225,471
Total project expenses		€ 6,004,870	€ 5,685,750	€ 4,744,504
Total expenses		€ 6,211,270	€ 5,734,906	€ 4,846,333

General

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 portal (Europeana.eu).
- To work with museums, archives, audio-visual archives and libraries to deliver the portal and make it sustainable.
- To bring items which have already been digitised into the portal.
- 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 3-4 years started mid 2015 (Europeana DSI) and pos-

sibly until 2021. Meanwhile work continues to seek a more diversified financial future, providing a solid base on which the Foundation can claim 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 European Governing Board of 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 2016

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

For valuing the remaining holidays at year-end, Europeana Foundation differs from the directive RJ 254. Presenting this liability would imply that we deviate from the matching principle between income and expenses on which the project administration is based. The value of payment for holidays is part of the hourly rate calculation that is allocated to projects based on written time. Therefore we have chosen to prioritise the matching principle and consequently give better insight in the actual financial position at the year-end.

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 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. 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 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. 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 Europeana Foundation, the 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 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 to 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 to the income statement based on the terms of employment, where they are due to employees.

Explanatory notes to the balance sheet 2016

A. Tangible Fixed Assets

TANGIBLE FIXED ASSETS	Hardware	Software	Office equipment	Total
Value at 1 January 2016	€ 19,813	€ 1,199	€ 4,097	€ 25,109
Investments	€ 11,974	€ 3,436	€ -	€ 15,410
Disinvestments	€ 1,173	€ -	€ -	€ 1,173
Depreciation	€ 13,008	€ 1,433	€ 1,678	€ 16,119
Value at 31 December 2016	€ 17,606	€ 3,202	€ 2,419	€ 23,227
	Hardware	Software	Office equipment	Total
Purchase per 31 December 2015	€ 68,002	€ 85,190	€ 21,832	€ 175,024
Investments	€ 11,974	€ 3,436	€ -	€ 15,410
Disinvestments	€ 10,559	€ -	€ 2,492	€ 13,051
Cumulated depreciation	€ 51,811	€ 85,424	€ 16,922	€ 154,156
Value at 31 December 2016	€ 17,606	€ 3,202	€ 2,419	€ 23,227

The investments in hardware relates to the purchase of new laptops.

B. Debtors

The amount from outstanding invoices of €52,200 is related to Ministry funding contribution for 2015, TEL partnerships for Research Libraries, and subcontracting projects. Not all invoices are paid, but we do not foresee any issues for payments.

For the projects Europeana v2 and v3 we are still in negotiation with the European Commission on the rejected costs, which are ineligible from their point of view. We are still waiting for the results of an audit commenced in 2016, which may help in the payment of these rejected costs.

Europeana was project coordinator of the projects Europeana Cloud and Europeana DSI-1. These projects ended in 2016. Based on the final calculation of the overall costs claims in these projects, some of the partners need to pay back a total amount of €958,962 to Europeana, as coordinator of the project.

Other receivables relate to interest for 2016, reimbursement for long-term sickness and the final settlement of sickness insurance in 2016.

C. Other receivables and accrued income

The amount to be received from the European Commission is related to the projects:

- Europeana v2
- Europeana v3
- Europeana DSI-1

Other receivables and payments in advance can be split into:

OTHER RECEIVABLES AND ACCRUED INCOME	31/12/2016	31/12/2015
* To be received from European Commission	€ 1,249,440	€ 644,568
* To be received from partners in EU projects	€ 293,169	€ -
* Other receivables	€ 46,270	€ 80,814
* Accrued income	€ 47,309	€ 53,450
Total other receivables and accrued income	€ 1,636,188	€ 778,832

C. Cash and cash equivalents

All cash equivalents are immediately available.

SPECIFICATION CASH PER 31 DECEMBER 2016	31/12/2016	31/12/2015
* Cash	-	€ 55
* ING Bank general account	€ 740,172	€ 61,880
* ING Bank saving account	€ 1,050,000	€ 650,000
Total cash and cash equivalents	€ 1,790,172	€ 711,880

E. Equity

The positive result for 2016 is €275,993. This is due to the Member States contribution in 2016 and interest on the savings account. This result is mainly set aside to an appropriated reserve to be used to offset rejected costs from previous years, as these are still under discussion with the European Commission.

Appropriated funds:

The projects with rejected costs are Europeana v2, v3 and Europeana Awareness. This needs to be solved with the Commission in 2017. Europeana does not agree with the Commission's reasons for rejecting these costs, but if they conclude against us, these appropriated funds will be used to cover these costs.

EQUITY	General reserve	Appropriated funds	Total
* Value at 1 January 2016	€ 90,394	€ 55,470	€ 145,864
* Result 2016	€ 56,463	€ 219,530	€ 275,993
Value at 31 December 2016	€ 146,857	€ 275,000	€ 421,857

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 pension premium for the month December

2016 and corrections made during 2016. The amount on taxes relates to UK wage tax and social premiums, the amount for the Dutch wage tax and social premiums was already paid before the end of the year.

SPECIFICATION TAXES AND PENSION	31/12/2016	31/12/2015
* Payables concerning tax	€ 6,470	€ 196,706
* Payables concerning pension	€ 102,266	€ 37,433
Total payables taxes and pension	€ 108,736	€ 234,139

G. Other debts and accruals

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

The amount to be paid back to CENL (Conference of Europeana National Libraries) equals the final balance for 2016.

The amount to be paid back to the European Commission equals the final calculation of projects ended in 2016 and those which were ended before 2016, but not completely settled with the Commission.

The holiday allowance is related to the reserved right for holiday allowance from the period June-December 2016. The other debts and accruals mainly concern invoices received in 2017, related to 2016.

OTHER DEBTS AND ACCRUALS	31/12/2016	31/12/2015
* Amount to be paid back EC	€ 82,930	€ 44,623
* Amount to be paid back CENL	€ 35,110	€ 123,885
* Amount to be paid to partners in projects	€ 958,962	-
* Holiday allowance	€ 104,864	€ 96,296
* Other debts and accruals	€ 99,829	€ 84,922
Total other debts and accruals	€ 1,281,695	€ 349,726

H. Advance payments Ministry funding

In 2016 the Foundation received a total cash amount of €400,950 for Ministry funding. This covers the co-funding for projects and the general costs of the Foundation. €220,800 has been taken in reserve to cover co-funding on current and new

projects in 2017. With this amount the full projected co-funding is covered for the entire length of the projects. This co-funding is for two proposals under the Generic Services, which is 50% funded by the Commission.

MINISTRY FUNDING	2008-2012	2013	2014	2015	2016	Total
Received Ministry funding	€ 2,559,632	€ 486,500	€ 121,773	€ 200,500	€ 400,950	€ 3,769,355
Processed in P&L	€ 2,050,237	€ 380,998	€ 544,324	€ 189,977	€ 383,019	€ 3,548,555
Processed in balance sheet					€ 220,800	

I. Balance projects in progress

The amount shown under "Projects in progress" is the balance between actual costs for running projects at the end of 2016 and amounts received from the European Commission in 2016. For running projects the largest amount shown is the prepayment for Europeana DSI-2 project (€6,000,000). This is 60% of the total grant and includes the

amount of €2,079,661 for project partners. The final balance of projects in progress presented in the balance sheet is €1,314,781 and is based on the specification below.

Europeana Foundation is the Project Coordinator for Europeana DSI-2.

PROJECTS	Cumulated account of received EC funds			Actual costs up to 2016	Balance projects in progress
	Received from EC	Paid to project partners	Remaining amount for Europeana		
Europeana Sounds	€ 522,982	-	€ 522,982	€ 561,436	€ -38,454
Europeana DSI-2	€ 6,000,000	€ 2,079,661	€ 3,920,339	€ 2,567,104	€ 1,353,235
Total	€ 6,522,982	€ 2,079,661	€ 4,443,321	€ 3,128,540	€ 1,314,781

Commitments and contingent liabilities not included in the balance sheet

Project funding

The contingent liabilities of the Foundation relate to funds received from the European Commission. The overview below shows the status per project from their start in 2014 up to 2016. The calcula-

tions of the remaining amounts to be received are based on the actual project budgets.

PROJECTS	Total budget	Total contribution EC	Received up to 2016	Still to receive
2014	€ 726,364	€ 581,091	€ 522,982	€ 58,109
* Europeana Sounds				
2016	€ 6,533,908	€ 6,533,908	€ 3,920,339	€ 2,613,569
* Europeana DSI-2				
Total	€ 7,260,272	€ 7,114,999	€ 4,443,321	€ 2,671,678

Explanatory notes to the statement of income and expenses for 2016

General

The result for 2016 is €275,993 and includes the amount of €3,644, which is equal to the sum of the interest income. The bulk of this result stems from increased Member States contributions for 2016, after we asked for extra help to increase the overall equity of the Foundation and strengthen our financial position.

J. Income

Subsidy European Commission

In 2016 Europeana Foundation received a total cash amount of €9,649,067 from the European Commission related to the projects Europeana DSI-1, DSI-2, Europeana Cloud and Europeana Sounds and a remaining amount related to Europeana v3. From this Europeana Foundation transferred €3,279,525 to partners in two projects where Europeana Foundation is the project coordinator.

The amount of €5,543,381, mentioned in the statement of income and expenses, is based on the actual costs for European projects in 2016. Two projects (Europeana DSI-1 and Europeana DSI-2) are 100% funded by the Commission, while other projects are funded for 80%.

Ministry Funding

Europeana Foundation received €400,950 of Ministry funding in 2016 (2015 = €200,500) to cover the co-funding for projects funded at 80% and general overhead costs.

The amount from Ministry funding, as stated in the overview income and expenses for €383,019, is based on the actual received amount of €400,950, from which an amount of €17,931 is stated in the balance sheet under advanced payments Ministry funding, to be able to cover the co-funding for current and new projects in 2017.

Other income

As other income an amount of €67,931 presented, which is related to subcontracting for projects and a consultancy project for the EU-Brazil Sector Dialogues Support Facility – Phase III.

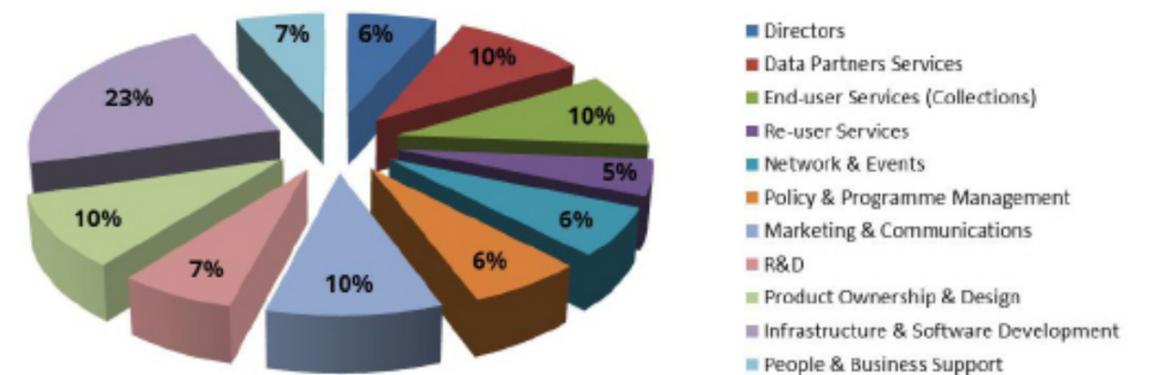
PAYMENTS	Europeana Cloud	Europeana Sounds	Europeana v3	Europeana DSI-1	Europeana DSI-2	Total
Payments from EC	€ 530,386	€ 45,507	€ 24,950	€ 3,048,224	€ 6,000,000	€ 9,649,067
Payments to partners	€ -338,490	-	€ -24,950	€ -836,424	€ -2,079,661	€ -3,279,525
Total	€ 191,896	€ 45,507	-	€ 2,211,800	€ 3,920,339	€ 6,369,542

Expenses - general expenses

K. Personnel expenses

In 2016 the total costs for personnel increased by 13.8% to €3,905,380 from €3,432,835 in 2015. Of this amount about 98% (96% in 2015) is covered by projects. The amount also includes the time spent by Europeana management on The European Library (TEL). This increase is mainly the cost of recruitment due to several vacancies which were outstanding at the end of 2015.

At the end of 2016 61 employees (56.44 FTE), including two external people, were working for Europeana Foundation, compared to 56 employees (53.3 FTE) in 2015. Six employees are based in the UK (in 2015: 7 employees). During 2016 two employees were based in France, and housed at the Bibliothèque nationale de France.



The European Library

The European Library ended on 31 December 2016. The decision no longer to contribute to the collective subscription model for TEL was made by CENL at its Annual General Meeting in Bern in 2015, and a review of alternative service models followed. The review recommended that TEL services should be concluded by the end of 2016. TEL aggregation services for libraries will be stopped and the TEL portal, which gives access to both bibliographical and digital data sets, the TEL Linked

Open Data set and TEL digital exhibitions, will be frozen on 31 December 2016, with no subsequent updates.

By the 31 December 2016 two employment contracts officially ended and one employee was taken into the Europeana Foundation Data Partner Services team to boost our library partner and data acquisition capability.

The number of personnel staff based on the current organisation structure can be split into:

OVERVIEW PER 31/12/2016		2016
	#	FTE
Directors	4	4,00
Data Partners Services	6	5,00
End-user Services (Collections)	6	5,75
Re-user Services	3	3,00
Network & Events	4	3,50
Policy & Programme Management	4	3,30
Marketing & Communications	6	5,60
Research & Development (R&D)	4	4,05
Product Ownership & Design	6	6,00
Infrastructure & Software Development	14	13,24
People & Business Support	4	3,00
Total	61	56,44
The European Library	3	3,00
Total	64	59,44

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 2015, which is 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 two employees who are working from the Bibliothèque nationale de France in Paris.

General operating costs

These costs cover insurances, phone costs, representation, office supplies and other related office costs. The total general costs are 7.8% higher compared to the budget, mainly due to higher costs for insurances and (legal) advice costs.

Depreciation

The costs for depreciation are for investment in office equipment, hardware and software. The

costs are much lower compared to the budget, because a large part of the hard- and software is fully depreciated, but still in use.

M. Overhead covered by projects

For two European projects Europeana Foundation could claim costs against overhead (Europeana DSI for the period January – June 2016 and for Europeana DSI-2 for the period July – December 2016). The calculation of the overhead is based on 7% of the total costs for these projects, excluding subcontracting.

The overhead claimed on projects is €299,070, which is only 1.8% higher compared to the 2016 budget.

N. Project expenses

Europeana Foundation started one new European project in 2016. As a follow-up from Europeana DSI-1, the project Europeana DSI-2 started officially in July 2016.

Europeana DSI (Digital Service Infrastructure)

Europeana DSI-1 and DSI-2 are funded under the CEF programme (Connecting Europe Facility). The project Europeana DSI-2 amounts to €10,000,000 for the period July 2016 to August 2017. The project consortium has 35 partners. Europeana Foundation is the Work Package leader for all Work packages. The budget is divided as 65% for Europeana Foundation as core funding for all the activities and 35% for the partners.

In 2016 Europeana Foundation **closed** three projects (projects funded by the European Commission):

- Europeana Cloud (end of April 2016)
- Europeana DSI (end of June 2016)
- Europeana Food & Drink (end of June 2016)

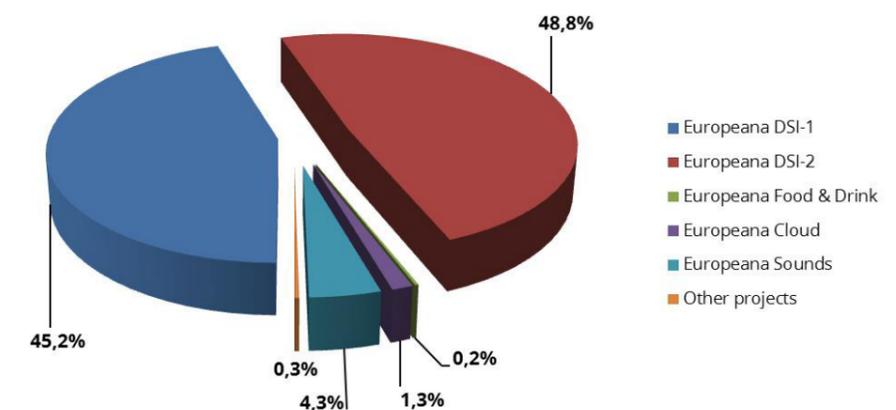
Projects running in 2016 and **still running** in 2017 are:

- Europeana Sounds (end of January 2017)
- Europeana DSI-2 (end of August 2017)

The expenses relating to these projects are split across: personnel project costs i.e. 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 for 2016 are €3.833 million (2015 €3.25 million), in total Europeana accounted for 89,050 hours (close to 648 person months) for five projects (see specification) where Europeana was involved as a partner. Europeana management spent almost 160 hours on The European Library. This time was spent by Europeana management to support employees working for TEL. 94% of the total hours were related to Europeana's biggest projects Europeana DSI-1 and DSI-2. These projects cover the majority of Europeana's operations.



Subcontracting

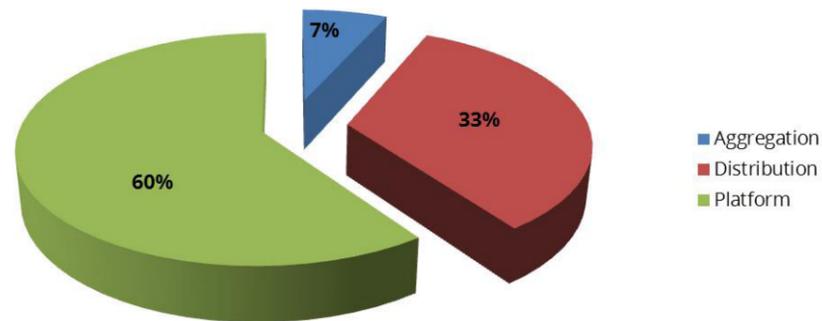
The costs for subcontracting are for projects Europeana DSI-1, DSI-2 and Europeana Cloud. These projects have large amounts of subcontracting in their budgets. From the amount of €1,047,246 for subcontracting 60% is for the Platform i.e. the costs for hosting and further development of all systems and websites, design and policy.

For Distribution, all activities to engage the end-users and re-users of the content, €350,606 was spent (33% of the total subcontracting). The costs

in 2016 were made for activities such as The Big Art Ride, Jumping Jacks, Transcription Tool Campaign and Heritage in Motion.

On Aggregation we have spent 7% on subcontracting, largely for the ABP FotoMuseum and the Archives PortalEurope.

Costs of €9,680 were incurred for audit reports for projects Europeana Sounds and Europeana DSI.



Other Direct Costs

The Other Direct Costs can be split into smaller IT expenses, required for the projects, but also travel expenses and other project expenses. Next to various meetings, workshops and network task-forces, other specific travel expenses costs are for the Annual General Meeting, held in November 2016, in Riga.

An overview of meetings, workshops and events organised by Europeana or together with our partners is presented on the next page.

Month	Event / activity	City / country	Location	Type
February	Europeana Network Association Members Council meeting	Copenhagen, DK	National Gallery of Denmark	Meeting
March	IPR workshop	Amsterdam, NL	Kennisland	Workshop
	Europeana Board meeting	Paris, FR	National Library of France	Meeting
April	Europeana Cloud Final Event - Roundtable Debate Amongst Experts	The Hague, NL	Historical Museum The Hague	Conference
	Aggregator Forum Spring	The Hague, NL	Royal Library of the Netherlands	Workshop
	Using Digital Heritage for Research	The Hague, NL	Royal Library of the Netherlands	Conference
May	Launch of Europeana 280 Event	Brussels, BE		Workshop
June	Europeana Network Association Members Council meeting	Vienna, AT	Austrian National Library	Meeting
	Europeana Research Advisory Board Meeting	The Hague, NL	Royal Library of the Netherlands	Meeting
	OCW Presidency Event	Amsterdam, NL	The Royal Library of the Netherlands	Conference
September	DSI 2 Kick-off meeting	Vienna, AT	Austrian National Library	Conference
	Europeana Governing Board	Hilversum, NL	Institute for Sound and Vision	Meeting
October	Aggregator Forum Autumn	Frankfurt, DE	German National Library	Workshop
	The IIF Working Group meeting	The Hague, NL	Royal Library of the Netherlands	Workshop
	The Arts Plus - Think Tank and Trade Fair for the Creative Economy	Frankfurt, DE	Frankfurt Book Fair	Workshop
	Data Quality workshop	Stockholm, SE	K-samsök leverantörsmöte	Workshop
November	Final Europeana Sounds Conference	Vilnius, LT	DIZI	Conference
	AGM 2016	Riga, LV	National Library of Latvia	Conference
December	Europeana Sounds Plenary	Leipzig, DE		Conference

O. Project overview of The European Library

From January 2016 onwards Europeana continued for another year to deliver The European Library under a Service Level Agreement with CENL. For

more detailed information see appendix 1 of this Annual Report 2016.

Other information

Allocation of the result

The Executive Director proposed to the Europeana Foundation Governing Board that the positive result for 2016 be added to the Reserve as specified here under:

Result 2016 € 275,993

In favour of the General Reserve € 56,463

In favour of the Appropriated reserve € 219,530

Anticipating the approval of the Europeana Foundation Governing Board, this proposal is already calculated in the balance sheet for 2016.

The Hague, 6 April 2017

On behalf of the Governing Board of the Europeana Foundation



J. Müller
Chairman



H. Jansen
Treasurer

Appendix 1: Summary of the Financial Statement of The European Library 2016

TOTAL FINANCIAL STATEMENT 2016	Budget Infrastructure	Actuals 2016	Budget projects	Actuals 2016	Budget Total	Actuals 2016	Spent budget 2016, in %
INCOME							
Contribution CENL	€ 214,500	€ 202,646	€ 34,500	€ 11,244	€ 249,000	€ 213,890	86
Contribution Research Libraries	€ 83,000	€ 83,200	-	-	€ 83,000	€ 83,200	100
Subsidy European Commission	-	-	€ 394,930	€ 266,184	€ 394,930	€ 266,184	67
Total income	€ 297,500	€ 285,846	€ 429,430	€ 277,429	€ 726,930	€ 563,274	77
COSTS							
Personnel costs	€ 153,045	€ 176,788	€ 391,155	€ 249,980	€ 544,200	€ 426,768	78
IT costs	€ 46,225	€ 51,632	€ 10,775	€ 6,958	€ 57,000	€ 58,590	103
Marketing & Communications	€ 17,300	€ 8,693	€ 7,500	€ 5,659	€ 24,800	€ 14,352	58
Travel costs	€ 11,500	€ 10,461	€ 20,000	€ 11,503	€ 31,500	€ 21,964	70
Overhead Europeana	€ 69,430	€ 38,272	-	€ 3,328	€ 69,430	€ 41,600	60
Total costs	€ 297,500	€ 285,846	€ 429,430	€ 277,429	€ 726,930	€ 563,274	77
Result	-	-	-	-	-	-	-