2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE
#EuropeForCulture

Träsnitt
Sjöhistoriska museet
Sweden, Public Domain

BUSINESS PLAN 2018

'Democratizing culture'
V0.9| 7 february 2018

Europeana, the digital face of the European Year of Cultural Heritage

2018 is the European Year of Cultural Heritage. Europeana is its digital face - making our cultural heritage work in the 21st century where people want it - in their social media, for education, research or for new applications. We are excited to run two major participatory campaigns: Europeana Migration and a centenary tour for Europeana 1914-1918, both allowing people to show how their pasts have shaped our present. For professionals, we have the EuropeanaTech conference on 15-16 May in Rotterdam, highlighting how innovation and technology democratizes Europe's cultural heritage. Product development will focus on improving services for the data ingestion with a new internal workflow and publishing system - Metis. We continue to reach out to the education sector, via ministries of education, networks of educators and with our #EdTech challenge via the creative industries. Support of digitally enabled research receives a boost with the release of new thematic collections such as Europeana Newspapers. So engross yourself in our Business Plan 2018 and help celebrate the Year and our 10th anniversary. #Allezculture!

Elisabeth Niggemann
(Chair of the Europeana Foundation Governing Board)

Jill Cousins
(Executive Director of the Europeana Foundation)

Merete Sanderhoff
(Chair of the Europeana Network Association)

Impact

Europeana contributes to the aims of the European Union to foster 'Unity in Diversity', 'Smart Inclusive Growth' and a 'Digital Single Market'. [Our strategy](#) is to democratize access to cultural heritage, through our open platform, so it can be used and enjoyed across national borders for work, learning or pleasure. We implement interoperable standards, frameworks and intellectual property rights that make it work. We increase the quality and usability of digital cultural heritage with a powerful network of game-changers from Europe's cultural sector.
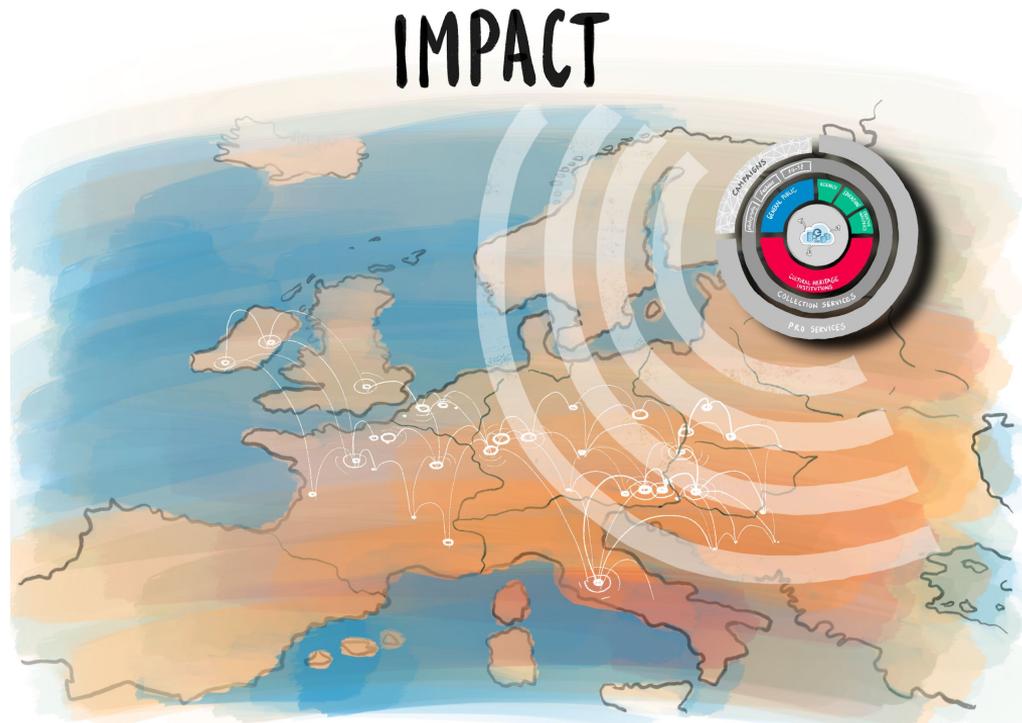
Market focus

In our [Strategy 2020](#), we chose to organise our work around five markets that are all connected through our platform. This organisational principle allows us to develop a strong core service, while keeping the flexibility to meet audience demands and increase our overall impact.


MARKETS & PRODUCTS
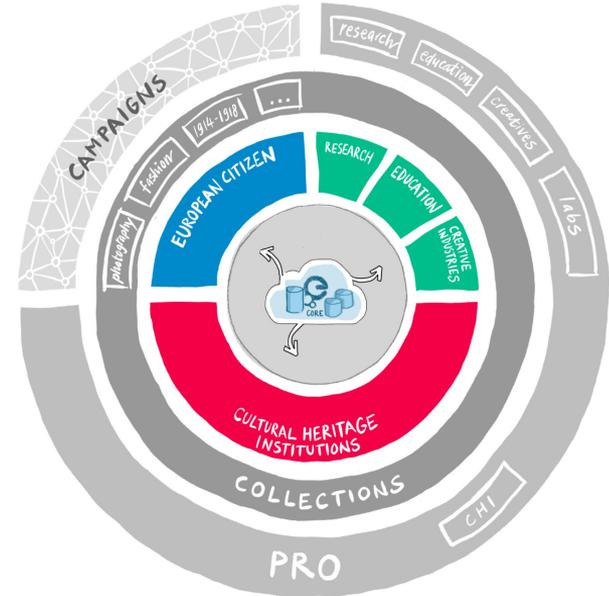
Cultural Heritage Institutions

IMPACT STATEMENT

We aim to reward cultural heritage institutions for their work on improving the quality of their data by giving greater visibility and access to their collections. Working with our data partners, the national, domain and thematic aggregators, providing training and expertise, we make it easier to deliver data to the Europeana platform. We reduce costs and friction by investing in a common workflow infrastructure, aligning our missions, agreeing on complementary roles and responsibilities, and improving our processes and documentation.
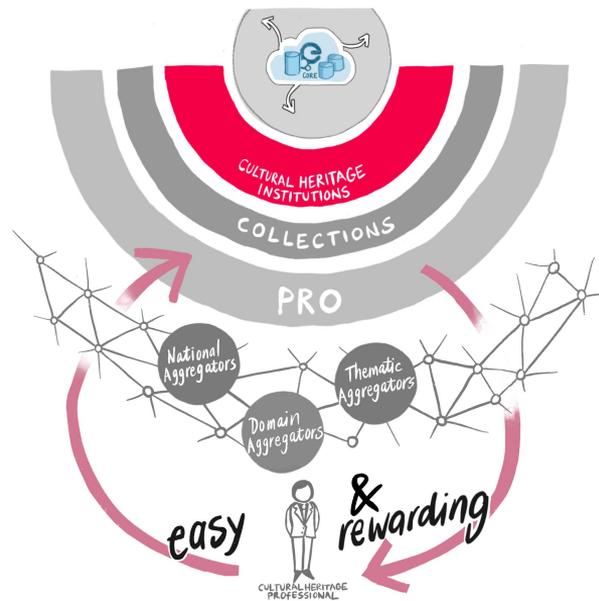
Aggregator Services

The Europeana Digital Service Infrastructure (DSI) consists of a core service (Europeana Foundation) and a network of data partners (aggregators) who jointly create a compelling offer for cultural institutions. This relationship is crucial and requires all of us to calibrate our roles and responsibilities within the value chain, and to improve our service levels. To this end an accreditation scheme for Europeana Aggregators will be co-created with the aggregating partners during 2018.

In 2018: greater individual and domain-specific support

- Aggregators will provide support by means of helpdesks, training workshops, data and infrastructure evaluation, and by normalising and improving data. A means of measuring this support will be introduced.
- Aggregators will share their knowledge, Europeana frameworks, guidance on technical and legal requirements as well as best practices and success stories through a series of standardised workshops for institutions and domains.
- Aggregators will maintain, develop and foster domain standards, vocabularies and resources, and offer institutions support for the work with the various workflow tools, such as MINT4ALL.

Aggregator Forum

The Aggregator Forum: designing the future of aggregation.
Photo by Sebastiaan ter Burg, CC BY-SA.

The ambition to increase the service level towards cultural institutions comes with the realisation that this is only possible if the core service and its data partners invest in their own organisational structure. The two meetings of the Europeana Aggregator Forum (spring and autumn) will discuss issues of direct relevance to aggregators and to determine a more self-regulating operational structure that further delineates roles and responsibilities. We will continue to invest in an exchange programme - 'aggregator in residence' - for data partners to better understand each other's processes.

Metis

One of the most important process improvements this year will be the deployment of Metis, the new internal workflow and publishing system that replaces the existing one - UIM. Metis will be in production for core service use from Q2 2018. Requirements for roll-out to aggregating partners will be gathered once the system is working in-house.

Key features of Metis

- Modular architecture and robust core.
- Improved user experience for data officers and improved efficiency of the ingestion process.
- A more transparent management of data workflows.
- A set of shared data processing services.

Data quality

The Europeana core service and the aggregating partners work together to realise the shared goal of improving the quality of the content and metadata available in Europeana:

Data quality targets: We will work towards an increase in the data quality as defined by the Europeana Publishing Framework, with an emphasis on reusable content (tier 3 and 4). Europeana and data partners will work according to quality improvement plans to meet the ambitious targets.

Upgrading tier 0 material: At the end of 2017, the Europeana database still had 14 million non-compliant records (broken links, low content quality, no direct links). By the end of 2018, we aim to have improved over 50% of these records to meet the minimum requirements of tier 1 and preferably tier 2, 3 or 4 requirements.

Europeana Publishing Framework update (EPF): We will integrate metadata quality elements in the Publishing Framework, based on specific user scenarios designed by the Data Quality Committee. This addition to the framework, which includes multilinguality of properties, geolocation metadata, and conceptual entities, is necessary to truly establish 'quality' in relation to market needs.

Performance indicators Cultural Heritage sector

- CHI satisfaction: > 60% rate relationship with aggregator as four or higher on a Likert scale of one to five
- Aggregator satisfaction: > 60% rate relationship with Europeana as four or higher on a Likert scale of one to five
- Tier 2+ data: 40% of the total
- Tier 3+ data: 20% of the total

General Public and Culture Lovers

IMPACT STATEMENT

General Public: We provide everyone with access to trustworthy digital cultural heritage where they want it and inspire them to actively participate in our big pan-European themes - Europeana Migration and Europeana 1914-1918.

Culture Lovers: We develop products and services for culture lovers and life-long learners. Meaningful and inspiring online experiences allow them to learn more about European cultural heritage and to create new things with it.
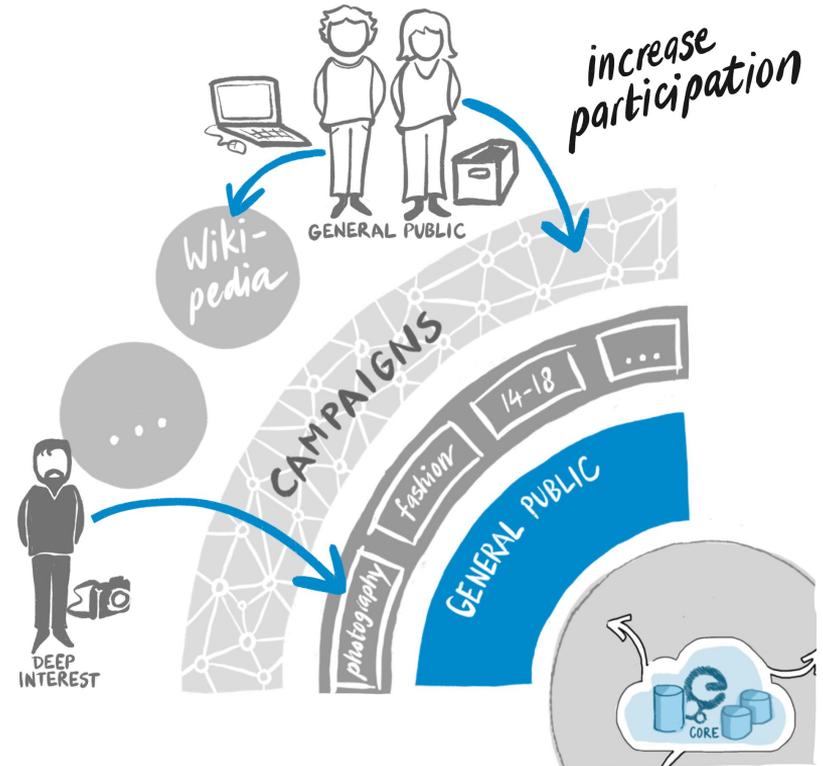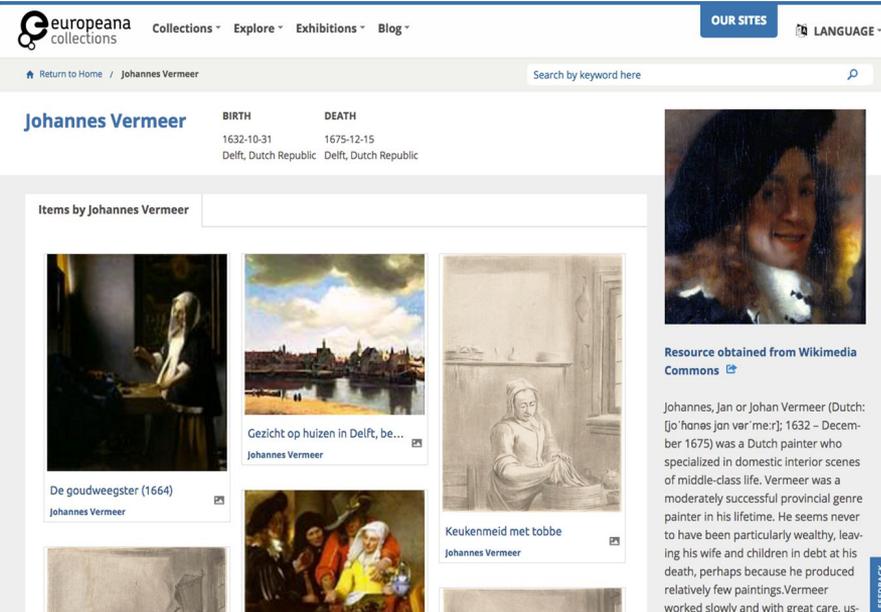
Europeana Collections: entity collections

Europeana Collections is our interface for anyone wishing to discover, research and enjoy Europe's wealth of digital cultural resources.

In 2018 we will invest in providing more contextual information through the further development of entity collections and item pages. And we will investigate several mechanisms to make the service more participatory (further integration of user-generated content functionality, annotations and the creation of galleries). All geared to providing a more engaging interaction onsite and increasing the relevance of the service to search engines.

We will introduce entity browse pages for better discovery of people and topics, such as artists and musical genres. This adds a new dimension, so people can discover what is in Europeana without needing to search.

Example of an entity collection on the topic of Johannes Vermeer.

Thematic collections

Thematic collections have proven to be great ways to offer engaging experiences (around three times higher than Europeana Collections' average) for communities of interest. In 2018, we will continue to develop the established thematic collections (Art, 1914-1918, Photography, Fashion, Music) and three new thematic collections will be published: Europeana Migration, Europeana Newspapers and Europeana Manuscripts. All use the Europeana platform and operate as partnerships between the Europeana Foundation and the thematic partners. In addition, following a successful pilot in 2017, some lightweight thematic collections will be published on various topics ranging from maps to natural history and beyond.

Europeana Newspapers features:

- Page-by-page browsing through historical newspaper archives

- Keyword search within printed text which has been OCR-transcribed

- Highlighting of search terms on the newspaper image itself and in the full-text to aid finding information

- High-resolution zoomable newspaper media available through the use of IIIF

Thematic campaigns: Europeana Migration

The [Europeana Migration campaign](#) is the backbone to Europeana's European Year of Cultural Heritage contribution, highlighting the historic relevance of migration to our culture and society.

Through a series of activities (ranging from family history collection days, to digitisation programmes and interactions with the Wikimedia community), we aim to illustrate how migration patterns are intimately woven into our cultural and social fabric, looking at what immigrants brought with them to new countries and how it contributes to that culture. We will promote engagement through a series of participatory events run in partnership with European Migration museums.

Thematic campaigns: Europeana 1914-1918 centenary tour

We will run a [Europeana 1914-1918](#) campaign to commemorate the centenary of the end of the First World War and the birth of modern Europe. It will encourage further public participation and foster a connection to cultural heritage content through family history collection days and a series of related transcribathons. This campaign will build on and highlight the work of Europeana 1914-1918 since 2011.
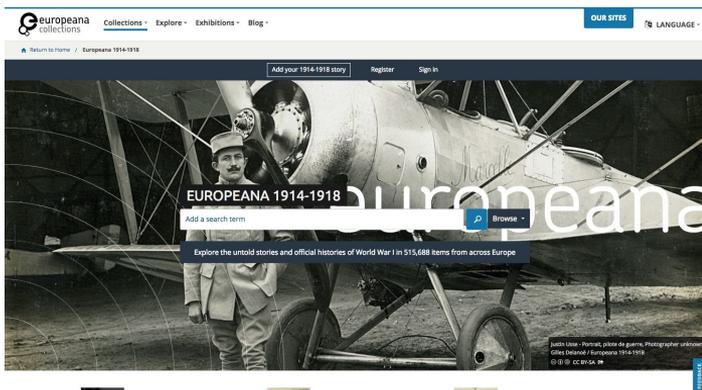
The [Europeana 1914-1918 Collection](#) and [Europeana Transcribathon](#) services

Social media and third-party platforms

Social media and third-party platforms, such as [Wikimedia](), enable us to place culture right where people are most likely to make use of it, reaching them in their online activities and via their communities of interest.

Europeana has established and developed relationships with social media platforms to help widen our reach to cultural enthusiasts including casual users of culture. In 2018, we will continue to build on this approach with [DailyArt]() as well as other platforms that encourage engagement with content such as [Giphy](). We will also continue to develop our important relationship with the wiki community.
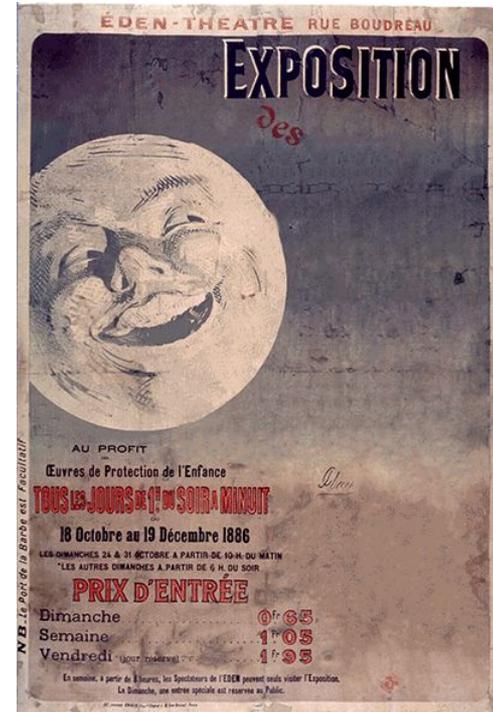
GIF IT UP 2017 entry by Kristen Carter and Jeff Gill, source material from the [Bibliothèque municipale de Lyon](), [CC BY-SA]()

Performance indicators General Public and Culture Lovers

- Net Promoter Score for thematic collections, exhibition and blog > 30
- Reach of Europeana data:
  - → Total impressions 3rd parties: 150 million
  - → Total impressions social media: 82 million
  - → Total engagement social media: 350,000
  - → Traffic on Europeana Collections: 6 million visits
- Engagement on Europeana products
  - → Returning visitors >30% average on all thematic collections
  - → Downloads: 180,000
  - → Click-throughs: 800,000
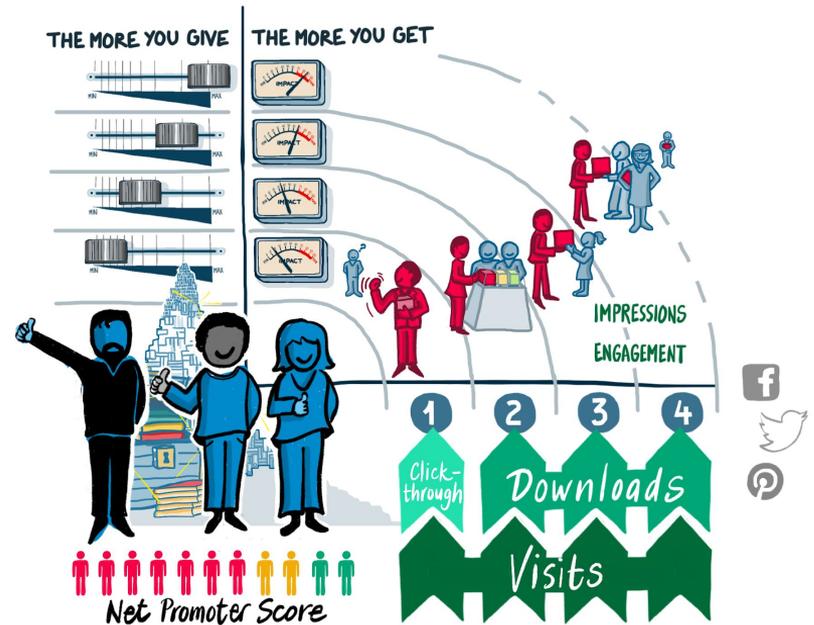
Reuse and distribution markets

Education, research and creative industries are the three professional markets in which we believe we can achieve deep impact. While we reach parts of these markets directly through Europeana Collections, we aim to multiply our outreach through selected distribution partners, who act as intermediaries.

We serve these communities via dedicated online spaces on Europeana Pro. Our offerings include easy access to high-quality content, seed funding (challenges, grants) and policy recommendations.

Education

IMPACT STATEMENT

We aim for teachers in secondary education to use more digital cultural heritage resources in their classrooms to deepen their students' understanding of our shared heritage. We do this by making it easy to find and download high-quality cultural heritage data via Europeana and placing it in their existing workflows. This also reduces the transaction costs for publishers of educational and learning services.

Partnerships in education

Partnerships with European Ministries of Education: We will continue to develop and deepen our partnerships with six ministries of education (FR, ES, PT, IT, FI, NL/PL).

Commercial partners: We will reach out to educational publishers, learning software providers, content and app developers via mailing campaigns and/or at relevant events. Examples include the primary education publisher Beneylu and the Finnish e-learning platform Eliademy.

Finnish e-learning platform, Eliademy
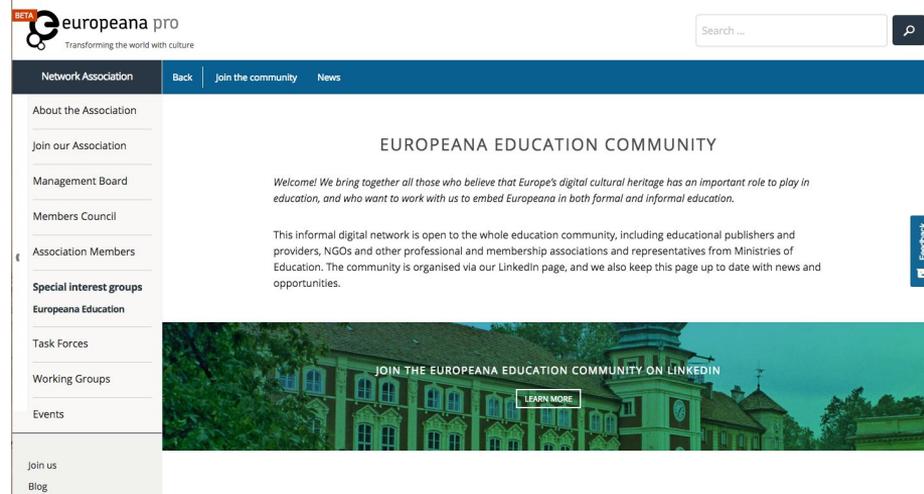
Partnerships in education

Non-commercial partners:

- Through European Schoolnet (EUN), we will reach out to the education sector by organising and coordinating the Europeana Teacher Developer Group and Europeana Teacher User Group. The Teacher group will develop learning scenarios with Europeana content that serve as the basis for a five-module Europeana MOOC in English to be published by EUN in the early summer of 2018.
- EUROCLIO makes use of Europeana resources on its Historiana eLearning environment, and will deliver a teacher training kit for educators with Europeana content. They will organise specialised events for teachers to develop learning resources with Europeana content (14 e-Learning activities and 12 source collections on Historiana). Together using intensive boot-camps on the material, we will investigate working directly with cultural heritage institutions with the aim of making the content fit for education.
- Our relationship with eTwinning, the EC-supported community of 500,000+ teachers and 190,000+ schools in Europe, will be nurtured and supported by learning events on their platform.
- We'll also investigate other potential partnerships with other non-commercial partners.

The Europeana Education community

In 2018, we will expand the Europeana Education community as an online network for all those who believe that Europe's digital cultural heritage has an important role to play in education, and who want to work with us to embed Europeana in both formal and informal education. We will do that by:

- Maintaining online dedicated spaces (education market and community pages on Europeana Pro)
- Actively engaging with educational audiences via our relevant channels (blog on Europeana Pro, newsletter, Europeana Education LinkedIn group and Twitter).
- Cross-communication with relevant educational communities/relevant partner channels (e.g. EUN teacher groups, eTwinning).

Europeana Education Community

Performance indicators Education

- > 40 learning resources using Europeana data (e.g. MOOCs and learning scenarios)
- > Five integrations of Europeana data in dynamic learning environments (e.g. apps, publishing platforms)
- Net Promoter Score for teachers using Europeana > 20
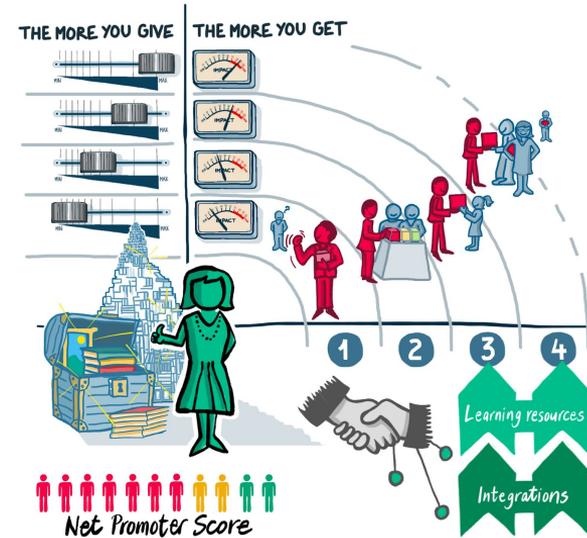
Research

IMPACT STATEMENT

We aim for researchers to use Europeana data as a trusted source of cultural heritage to develop new knowledge and insights from our past or create new research methodologies. They can use the data directly from the Europeana platform, or they can find it in research-related web services and networks. By nurturing partnerships that place the data in the workflow of the researcher, and allow for download of high-quality reusable cultural heritage data, we reduce their transaction costs for finding and mining primary resource materials for their research.
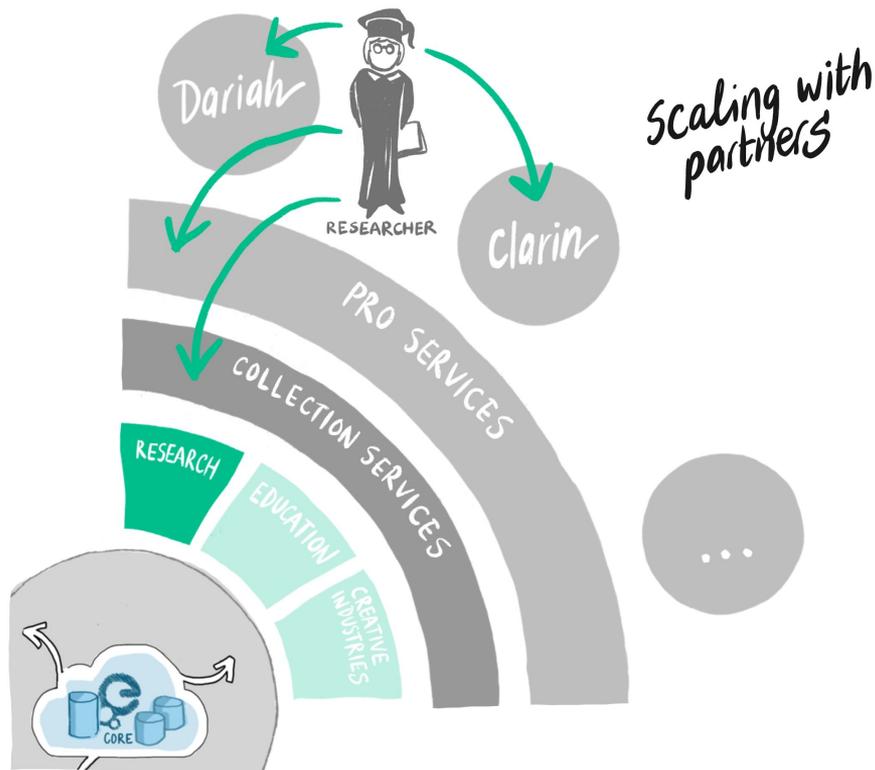
Grants programme and research infrastructures

Grants programme
Europeana Research fosters academic projects for cultural heritage. The Europeana Research Grants Programme extends grant funding to promising and innovative research projects that use cultural heritage found in Europeana Collections. Calls for projects are made at the start of the academic year, and the outcomes of these project showcase the impact of the Europeana Ecosystem for research

Connections to research infrastructures
Europeana Research connects data from the cultural heritage sector with the digital humanities. In 2018, many high quality resources will be added to the European Research Infrastructure for Language Resources and Technology (CLARIN) and collaborations with other research infrastructures such as EHRI, Parthenos, DARIAH and EUDAT will be further explored and developed.

Advertisement card used for the grants programme 2017

The Europeana Research community

In 2018, we will expand the Europeana Research community as an online network that increases the use of Europe's digital cultural heritage to deliver new knowledge and insights, and who want to work with us to embed Europeana in research environments.
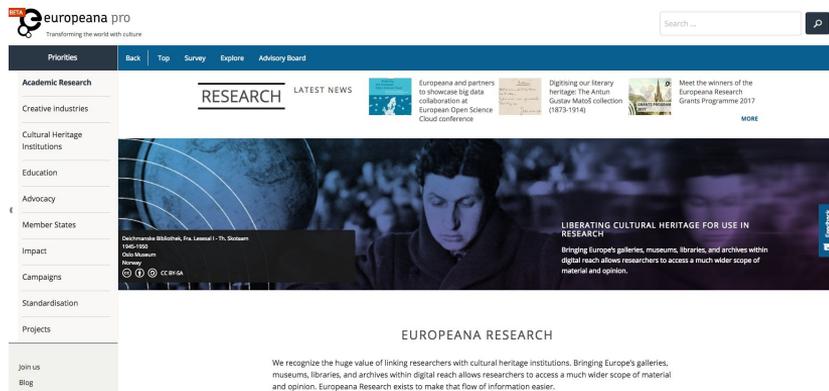
[Europeana Research](#)

With the help of the [Europeana Research Advisory Board](#) we will:

- Maintain online dedicated spaces ([research market](#) and [community pages](#) on Europeana Pro)
  - Publish blogs, interviews, case studies, grants winners updates, and sector developments
- Engage with research audiences on Pro blog, Twitter - @Eurresearch.
- Nurture cross-communication with researcher communities and existing partner channels (e.g. [CLARIN](#), [DARIAH](#), [EUDAT](#), [LIBER](#) DH working group, Europeana Newspapers/SBB).
- Work with [University of Glasgow](#) and the [Athena RC](#) to deliver the business plan for Europeana Research.

Performance indicators Research

- 3 case studies of using Europeana resources in research infrastructures
- 3 case studies about grant fund winners published
- Business Plan developed and published
- Set baseline Net Promoter Score for researchers
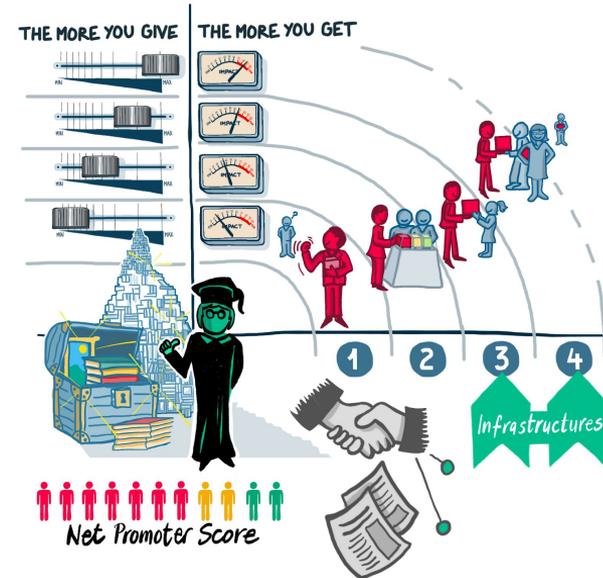
Creative industries

IMPACT STATEMENT

We support creatives (developers, designers, makers and entrepreneurs) to develop new products and services inspired by the content and creative examples we make available to them. We have reduced their transaction costs for developing products, services and creations by making it easy to find and use high-quality reusable cultural heritage material and by improving access to funding.

The expected results are marketable products and services that support European economic growth and an increased awareness of our past through entertainment and creative expression.
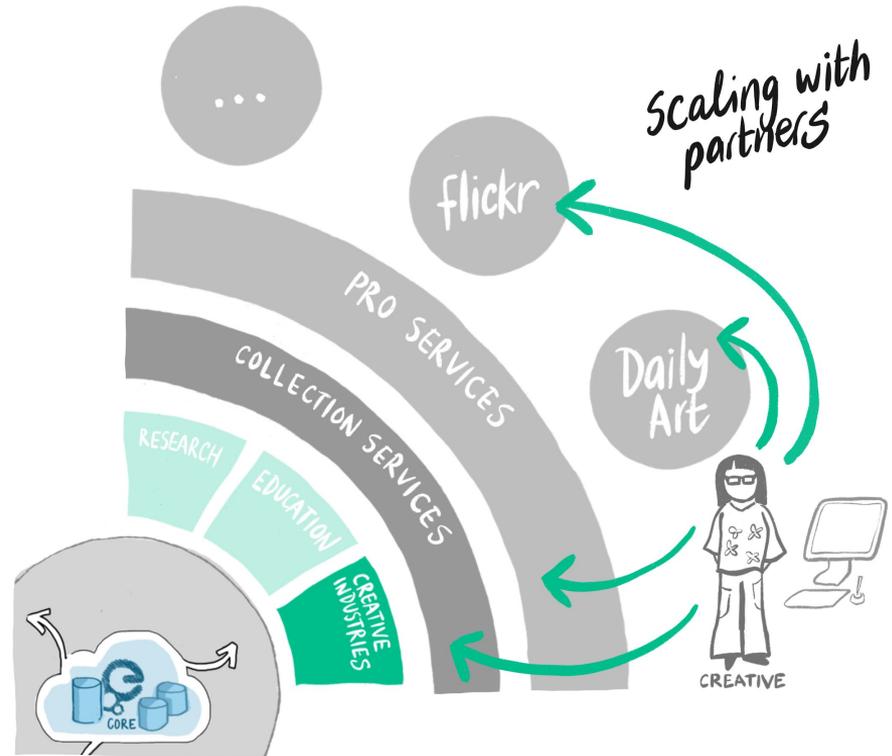
Creative industries

Partnerships with creative industries We will forge and deepen the relationship with partners who are already working with the creative industries, including innovation labs, data platforms (e.g. [Creative Commons Search](#)) and large-scale events with strong entrepreneurial and/or innovation profiles ([THE ARTS+](#), [MashUp Festival](#)). Partnerships will primarily promote cultural heritage as a resource for the creative communities including support of competitions, workshops and growth opportunities.

Europeana Challenges We will organise [online competitions](#) (e.g. [#EdTech](#)) to identify and fund the best creative projects using Europeana content. We also further support project development by helping people access other funding opportunities, including but not limited to match-funding campaign(s) and venture investment.

[Europeana #edTech Challenge 2018](#)

The Europeana Labs community

We will continue building the [Europeana Labs](#) community as an online network of creatives and digital entrepreneurs. We will do that by:

- Maintaining an online dedicated space ([creative industries](#) market page on Europeana Pro)
- Actively engaging with creative audiences via our relevant channels (Europeana Labs blog, Europeana Labs newsletter, and Twitter).
- Cross-communication with relevant creative industries partner channels (e.g. ECCE, MashUp Festival).

[Europeana Labs](#)

Performance indicators

- 20 cases of new works, products or services created using Europeana content
- At least two new projects with high social and economic impact potential

Europeana Network Association

IMPACT STATEMENT

The [Europeana Network Association](#) is a large and thriving network of cultural professionals. In 2018, we will focus on harnessing the power of its members, bringing their collective knowledge and know-how into play. We will establish a clear delegation of tasks and responsibilities between the Europeana Network Association, the Members Council, the Management Board, and the office. And we'll make getting involved simple and straightforward with some fine-tuning of our working methods (e.g. Task Forces and Working Groups).

[AGM Milan](#), December 2017. Photo by Victor-Jan Vos, CC BY-SA.

Europeana Network Association

Task Forces The Europeana Network Association will continue to support up to five Task Forces that will influence Europeana policy and operation in 2018 and beyond.

Working Groups and communities The Network Association will regroup itself more firmly around communities of interest and investigate how they can be formalised and integrated with what we currently call 'Working Groups', such as EuropeanaTech.

Management Board (MB) and Members Council (MC) The MB will meet monthly and is part of the Europeana Governing Board, while the MC will meet at least twice in 2018 to discuss issues of strategic importance to the network.

Members Council meeting, Vienna, 2016. Photo by Sebastiaan ter Burg, CC BY-SA.

Europeana Network Association

The Europeana Network Annual General Meeting (AGM)
The AGM is the place where the network members meet to discuss matters of mutual interest and take decisions on the future of the network. This event will take place in November/December 2018, the venue will be announced in early spring 2018.

#Allezculture! The Network will contribute intensively to the European Year of Cultural Heritage, concentrating on increasing the visibility and the impact of culture to society and with a focus on supporting the Europeana Migration campaign.

Impact workshop on migration, September 2017.

Performance indicators

- Net Promoter Score for Network Association members >30
- > 2,000 members
- Five active Task Forces
- Community-based organisation implemented
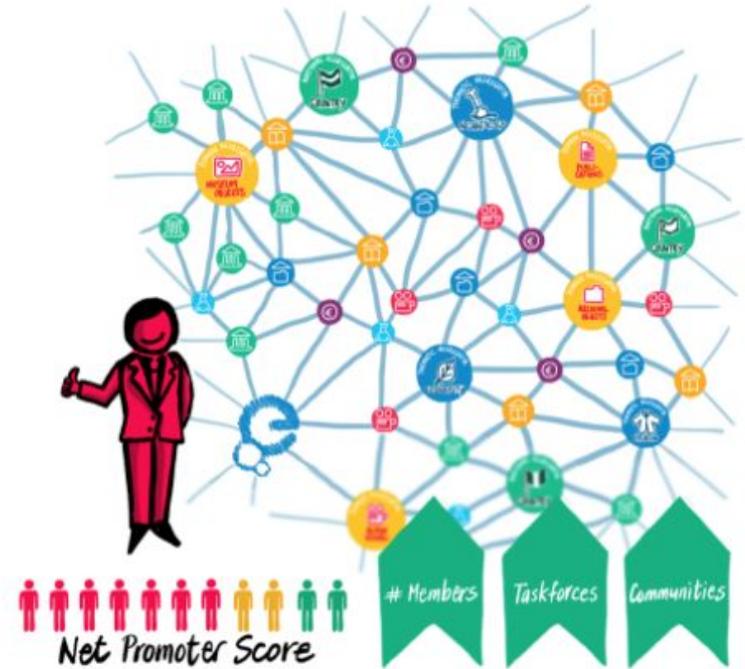
Policy and Frameworks

IMPACT STATEMENT

We design and implement policies and frameworks that make cultural heritage data interoperable across the EU and beyond. The more we speak the same language, standardise our data models and express what you are legally allowed to do, the more we contribute to the ambitions of the [Digital Single Market](#).
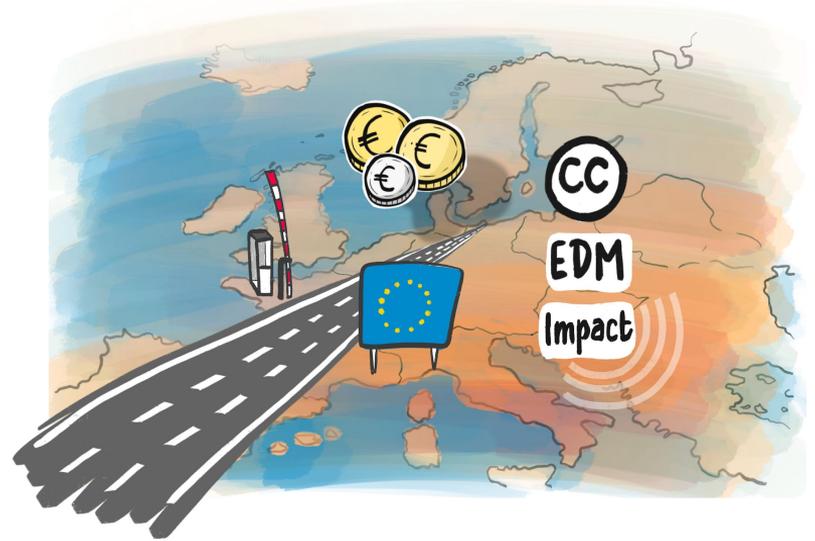
Rightsstatements.org

With three new members joining in 2017 - Canadiana, National Digital Library of India and Trove - we will grow a thriving consortium by further increasing membership and improving operations. The consortium will support new members with implementation and refine the statements so that they meet the needs of all members on a legal and technical basis. We will improve how we communicate with members and users, making it easier to raise awareness, learn and share best practices with each other.

RIGHTS STATEMENTS

Statements   About   Documentation   Get Involved

RightsStatements.org provides 12 standardized rights statements for online cultural heritage.

Our rights statements make it easy to see if and how online cultural heritage works can be reused. Find out more about our statements here.

Postcard from Vienna (Luigi Meula) CC-BY-SA

FOR CULTURAL HERITAGE INSTITUTIONS

Rightsstatements.org

Europeana Data Model

We will continue the work on making the Europeana Data Model a purpose-fit, community-backed data model. In 2018, the main EDM developments will focus on newspapers and full-text, aligning with the practices being developed in the IIIF community. In the meantime, the Data Quality Committee will seek to identify motivating cases for implementing 'Events' in EDM. We will also work on setting up a EuropeanaTech Task Force to rethink the governance of the model, making sure the Europeana Network Association remains involved and contributes in the long term.

EDM for Libraries - video on YouTube

Europeana Impact Framework

After the successful introduction of part one (design) of the methodology to assess impact, the Task Force will work on part two: assessment, narration and learning. This final section will be developed using 10 real life case studies from the Europeana Network Association. Progress can be followed on the impkt.tools pages on Europeana Pro.

The Impact Playbook

Performance indicators

- >25% of active Europeana aggregators have integrated rightsstatements.org in their infrastructure
- Economic impact case study published
- Playbook part 2 published

Research and development

IMPACT STATEMENT

We want to improve and democratize access to cultural heritage. Our R&D team, in close cooperation with the EuropeanaTech community, focuses on resolving the key issues that stand in the way for the core service to be truly interoperable and develops solutions for the issues and opportunities of the future. This includes data model improvements, richer extensions (like IIIF) and increasing visibility and better discovery of cultural heritage material on search engines and on our own sites.
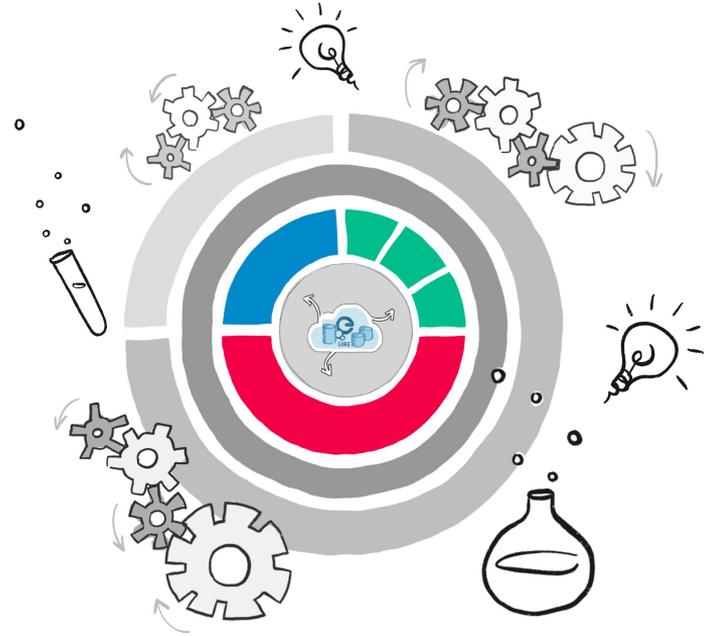
Research and development

In addition to the further development of the key policies and frameworks, R&D will focus on the following areas:

IIIF: In 2018, the International Image Interoperability Framework ([IIIF](#)) will remain an important element of our R&D. We aim to play a key role in the coordination of IIIF outreach efforts in Europe.

Visibility of our data on the web: We will continue to investigate how Europeana's data can be made more visible in the main web search engines, leveraging the work on enriching data and entity collections that link the data, to have it better indexed and ranked.

Evaluation and extension of search: We will work on assessing our current metadata-based search so that we can provide more relevant results, and extend it so that it functions on top of multilingual full-text and user annotations.

New discovery and harvesting mechanisms on the web: We will continue investigations on novel technologies for discovery and harvesting of metadata on the web, within the context of a IIIF community group that we co-coordinate. We aim to propose an alternative to OAI-PMH metadata harvesting, which would integrate better with Linked Open Data and other web technologies, especially for publishing media content, full-text data and user annotations.

Performance indicators

- Contribution to 10 reference papers or presentations
- Roadmap for improving visibility and indexing by search engines ready and approved
- Net Promoter Score > 30 for EuropeanaTech

Events

EuropeanaTech
The [EuropeanaTech conference](#) takes place on 15-16 May 2018 in support of the EYCH. The venue is itself a piece of cultural heritage and a feat of engineering - the SS Rotterdam. Onboard, we'll discuss data, discovery and delivery with some of the best researchers and practitioners who make democratization of access to our shared cultural heritage a reality.

EU   Presidency   events
Continuing our successful policy recommendations series under the EU presidency, 2018 will see contributions to the Bulgarian and Austrian presidencies. This year however we are looking to the future - 2027 - and a vision for cultural heritage in Europe. We're helping create a digital legacy for EYCH, 'where the past meets the future'.

[(en) SS Rotterdam moved to be dismantled; (nl) SS Rotterdam voor sloop versleept](#) - Polygoon-Profilti, public domain.

2018

2018 EUROPEAN YEAR OF CULTURAL HERITAGE #EuropeForCulture

CHI

AF

Metis MVP

EPF 2.0

Impact Playbook part 2

10 impact case studies

AF

Citizens

Europeana Migration campaign
1914-1918 centenary tour

4-6 events + online

10-12 events + online

Armistice

Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec

Edu/Res/Crea

Open Edu Week

EUN MOOC

Newspapers

French Learning Resources pilot

Network

EuropeanaTech conference

Bulgarian Presidency

Austrian Presidency

AGM

10 year anniversary!

Europeana, a collaborative effort

This year is aptly the European Year of Cultural Heritage and the tenth anniversary of the launch of Europeana. Over a decade ago, six heads of state had a vision to democratize access to our shared cultural heritage and build a union based on it. We have got here because we have collaborated with each other. Europeana is funded by the EU and the member states, and is operated as a Core Service Platform under the [Connecting Europe Facility](). The content comes from the hard work of the Cultural Heritage Institutions and is improved by users and semantic specialists across the world. The service is operated by the Europeana Foundation and a large consortium of partners. In addition, we'd like to thank the many volunteers from the Europeana Network Association, the Wikimedia community, the [DCHE]() and the member states without whom Europeana would not have seen the light of day.

Budget 2018

INCOME

	CORE SERVICE PLATFORM DSI-3	CORE SERVICE PLATFORM DSI-4	EU PROJECTS (FIRMED)	EU PROJECTS (POTENTIAL)	TOTAL BUDGET
Subsidy	**4.083.460**	**1.802.820**	**222.600**	**66.550**	**6.175.430**
Subsidy European Commission	4.083.460	1.802.820	173.750	49.910	6.109.940
Subsidy from Ministry Funding	-	-	48.850	16.640	65.490
Other income	**11.300**	**5.700**	**-**	**-**	**17.000**
Rightstatements.org	11.300	5.700	-	-	17.000
TOTAL INCOME	**4.094.760**	**1.808.520**	**222.600**	**66.550**	**6.192.430**

COSTS

	CORE SERVICE PLATFORM DSI-3	CORE SERVICE PLATFORM DSI-4	EU PROJECTS (FIRMED)	EU PROJECTS (POTENTIAL)	TOTAL BUDGET
Personnel staff	**2.933.000**	**1.392.400**	**186.150**	**57.250**	**4.568.800**
Personnel staff costs	2.871.600	1.361.800	186.150	57.250	4.476.800
Recruitment	16.700	8.300	-	-	25.000
Training and education	28.000	14.000	-	-	42.000
Other personnel costs	16.700	8.300	-	-	25.000

Budget 2018

	CORE SERVICE PLATFORM DSI-3	CORE SERVICE PLATFORM DSI-4	EU PROJECTS (FIRMED)	EU PROJECTS (POTENTIAL)	TOTAL BUDGET
Housing costs	**66.700**	**33.300**	**-**	**-**	**100.000**
Costs for housing	44.000	22.000	-	-	66.000
Costs for Office IT and desk spaces	22.700	11.300	-	-	34.000
Operating costs	**128.100**	**63.900**	**-**	**-**	**192.000**
Office supplies	3.400	1.600	-	-	5.000
Depreciation	10.000	5.000	-	-	15.000
Insurances	40.000	20.000	-	-	60.000
Financial Administration	44.700	22.300	-	-	67.000
Other external services	10.000	5.000	-	-	15.000
Other general office costs	20.000	10.000	-	-	30.000
Subcontracting	**697.000**	**190.800**	**-**	**-**	**887.800**
Platform operation, maintenance and development	420.800	123.300	-	-	544.100
Fostering re-use	110.000	60.000	-	-	170.000
Communication and dissemination	115.500	-	-	-	115.500
Surveying impact	38.200	-	-	-	38.200
Project Management	12.500	7.500	-	-	20.000

Budget 2018

	CORE SERVICE PLATFORM DSI-3	CORE SERVICE PLATFORM DSI-4	EU PROJECTS (FIRMED)	EU PROJECTS (POTENTIAL)	TOTAL BUDGET
Other direct costs	**289.360**	**137.820**	**11.650**	**5.000**	**443.830**
Travel costs	138.060	55.867	11.650	5.000	210.577
Event costs	105.900	60.500	-	-	166.400
Other Direct costs	45.400	21.453	-	-	66.853
Overhead covered by projects	**-19.400**	**-9.700**	**24.800**	**4.300**	**-**
TOTAL COSTS	**4.094.760**	**1.808.520**	**222.600**	**66.550**	**6.192.430**

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10th ANNIVERSARY

Migrating Peasants in a Southern Landscape
Aelbert Cuyp

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