



européana

SHARING THE BEAUTIFUL THING

Annual Report & Accounts 2015

Still life with flowers and fruits,
Peter Binoit 1618
Skoklosters Slott, Sweden,
public domain

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Foreword by the Europeana Foundation Executive Director

Europeana Strategy 2015-2020 envisions a multi-sided platform that makes it easy and attractive for cultural institutions to share their inspiring collections and for audiences to use that material for work, learning or pleasure.

In 2015, we promised to **start making the beautiful thing**, to ensure our technical infrastructures, processes and products were fit for purpose. There's still a long way to go, but we made good progress in the first year of the Strategy.

A much improved website - **Europeana Collections** - showcases Europe's fascinating cultural heritage. And a new Publishing Framework and infrastructure make it easier for cultural organizations to share that heritage.

The Governance of Europeana was successfully changed to help deliver strategy better and be more representative of the ever-growing network of professionals from the European cultural heritage.

We've had setbacks, such as changing the aggregation mechanisms to be faster and frictionless, but we learn and will overcome them.

The priorities of **Europeana Strategy 2015-2020** and its first **Europeana Business Plan 2015** are:

Priority 1: Create value for partners

Europeana has three sets of partners or customers: the institutions sharing collections; the culture-loving people looking for trustworthy material; and the professionals who use that material for creative, business or research purposes. We've created value for all three groups, as shown below in the 'Achievements of 2015' section.

We have also invested in cloud-based technologies to support shared services that

make it easier to host, enrich and share data. This has not gone as smoothly as we would have liked but we have learned a lot in this process which has sharpened our vision for the future.

Priority 2: Improve data quality

We want the cultural heritage collections held in Europeana to be viewed, shared, used and re-used wherever possible. This means Europeana's data partners need to deliver both good metadata and, where possible, direct access to content (the digital objects themselves). And, to give audiences the best possible experience, that content needs to be of the highest possible standard.

We are pushing strongly for improvements in data quality to make partners' collections more visible and shareable, leading to more audience engagement and increased re-use of cultural heritage.

Priority 3: Open the data

Our APIs help with a new **search and filter by media** (in use in **Embedr.eu**), harvesting of complete datasets, and an updated **Linked Open Data service**.

Priority 4: Strengthen the Europeana ecosystem

Whilst not an official priority according to the strategic or business plans (although it will be as of 2016), we have worked hard to build and reinforce our community throughout 2015.

We successfully introduced a new governance structure, with elected officers from the enlarged Europeana Network Association becoming part of the Europeana Foundation Board, together with the inclusion of the member state from the sitting presidency of the EU.

We also continued to strengthen our important relationships with EU member states, working

with them through presidency events on the use of culture for education and smart cities with the production of an important white paper **'Transforming the World with Culture'** and engaging them on a new art project bringing together ten works of art from each of the 28 EU countries - Europeana 280.

Work commenced on the continued support for Europeana with the preparation of its inclusion in the Council Conclusions under the Dutch Presidency, for the first half of 2016.

What did we do in 2015?

European projects: During 2015, Europeana was the project coordinator for three major European projects - Europeana Version 3, Europeana Cloud and Europeana DSI - and was a partner in six others. Four partner projects completed during 2015 and one commenced.

Matching funds for the ongoing projects and overheads needed to run the Europeana Foundation came from money donated by the Ministries of Culture and Education across Europe. This amount of € 200,500 was higher than the 2014 figure of € 121,700.

The European Library: From January 2013 onwards, Europeana took on full employment responsibility for the employees of The European Library (TEL), taking over from the Koninklijke Bibliotheek, as part of a cooperation agreement with The Conference of European National Librarians (CENL).

In 2015, the Europeana Foundation decided to keep TEL in the Foundation and so a new cooperation agreement with CENL was signed. Any financial risk posed to the Europeana Foundation from employing TEL staff was covered by this agreement. The financial statement of 2015 for TEL can be seen in Appendix 1.

Achievements of 2015

Create value for partners

- Closer to culture with Europeana Collections
- Europeana moves from thinking to transforming culture with a new global branding and style guide
- A transition to cloud-based hosting
- Europeana Cloud as a basis for serving the Europeana ecosystem
- From monthly to continuous publication of submitted data
- Developing the Statistics Dashboard

Improve data quality

- Europeana Publishing Framework - the more you give, the more you get
- Changing how we think about aggregation
- Europeana Data Model turns five
- Europeana Collections in numbers

Open the data

- From London to Japan - great open collections for Europeana
- Partnerships help collections reach new audiences
- Pilots and prototypes get creative
- Copyright reform for the digital age
- Talking all your languages

Strengthen the Europeana Ecosystem

- We are Europeana!
- Successful events getting great minds together
- Working together through Task Forces
- Art from the 28 countries of the European Union

Create value for partners

Closer to culture with Europeana Collections

Europeana Collections offers a more immersive cultural experience and helps make our partners' collections shine, particularly those in our thematic collections on **music** and **art history**.

Its user-research and focused design and improved search, including colour and quality filters (try 'Dark slate blue' or our **best maps of Paris**) make discovery better, though this continues to be work in progress.

Bigger previews, zoom for high-resolution items (try this **Monet**), video direct play (try this **silent film**) and audio (try this **Maria Callas aria**) and a download option mean less time clicking.

Launched in December, we have had some great and very positive responses.

We also shared collections on other social media platforms such as with our 8,500 **Pinterest** followers who loved our boards on **Alphonse Mucha, 17th century - Home and Living**, and **Eating and Feasting**.

Europeana moves from thinking to transforming culture with a new global branding and style guide

Europeana's brand identity was built around the concept 'think culture'. Our strategy for 2015-2020 outlines a shift from 'thinking' to 'transforming' - making greater use of cultural assets and creating new things with them. We redesigned our branding to reflect this shift.

See it in our new 'ripples' theme. Widening circles, with their origins in the 'thought bubbles' of the logo, symbolize the extent and impact of our actions.

Using the new **brand guidelines**, all our major sites - **Europeana Collections**, **Europeana Labs**, **Europeana Pro** and **Europeana Research** - got a new look and refreshed content.

Consistent styling creates a connected family of products showing more of the platform from

professional to labs to collections. A common header and footer brings the sites together and makes navigating between them easy.

A transition to cloud-based hosting

As a network organization, we work extensively with many technical partners across Europe. We and our partners are often involved in integration projects, perform large-scale experiments with our data, try out new technologies or carry out provisional installations to be used by a project or a partner.

To improve our ability to run distributed development projects, to involve more partners and to be more flexible in how we work, delivering greater value to them, we decided to use a platform-as-a-service approach to hosting. This delivers a more flexible and scalable hosting infrastructure, essential for building the Europeana platform.

In 2014, we ran a European tender to choose a new infrastructure provider and in early 2015, we transitioned to cloud-based hosting (using European start-up **Anynines**).

Europeana Cloud as a basis for serving the Europeana ecosystem

The Europeana Cloud project took important steps in trying to become a provider of cloud services for our partners and their data. Sustaining services for distributed use across the Europeana ecosystem is a new way of doing things for us, as is providing services related not just to metadata but to content too. With such a complex ambition, it took time and focus to discover what partners' needs are and how we can address them, which led to some delays in the project and achieving its full potential.

We developed a new hosting infrastructure and have tested it with Europeana Food & Drink, The European Library and the Poznan Digital Library.

The project's legacy will continue with further development of the Europeana Cloud Services - adding more services and tools for use by institutions and researchers.

From monthly to continuous publication

Historically, we have had a monthly publication cycle. Collections that couldn't be published one month would be moved forward to the next. This caused frustration and a peaks-and-troughs workload throughout the month.

Thanks to our technical team and ingestion experts, we moved to a continuous publication flow. New collections can be made available at any time, improving also the ability to respond to deadlines and the specific needs of data partners quickly, which in turn means better, more productive relationships.

This innovation also paves the way for a future in which data partners themselves will be able to publish their collections directly to Europeana Collections.

Developing the Statistics Dashboard

A focal point in the Europeana Business Plan 2015 was the development of the Statistics Dashboard giving data partners direct feedback on the collections they share with Europeana.

We encountered some challenges. The inconsistencies in the Europeana data structure makes mapping statistics to individual partners difficult. This meant we had to push back the launch date to early 2016.

Our achievements included behind-the-scenes work to make sure we can automatically generate and update a Statistics Dashboard for every institution, aggregator and country in Europeana, as well as store all the raw data extracted.

A first version of the new Statistics Dashboard was deployed in December and tested with a number of partners. The first public beta site will be launched in the first quarter of 2016.

Improve data quality

Europeana Publishing Framework - the more you give, the more you get

To deliver higher quality information to our audiences, we developed four tiers of participation in Europeana.

- Tier 1 - Europeana as a search engine
- Tier 2 - Europeana as a showcase
- Tier 3 - Europeana as a non-commercial re-use platform
- Tier 4 - Europeana as a free re-use platform

Tier 3 and 4 collections can be used in apps and services by third parties. Tier 4 provides truly 'open' collections for any kind of re-use.

The impressive technical infrastructure underpinning the framework was integrated into our APIs and ingestion system, so people using Europeana Collections or our APIs can now find and directly access media of a particular technical quality.

The **Europeana Publishing Framework** was developed by Europeana, Kennisland, the Europeana Network Association Content Re-Use Task Force and the Europeana Creative project.

Changing how we think about aggregation

The aggregation infrastructure developed more than five years ago has served us well, but technology and demands have changed and so must the way data is collected and shared by cultural heritage organizations.

To find ways to improve data quality, we have questioned the principles of aggregation and explored new concepts and technologies.

From a hierarchically organized top-down approach, we will start collaborating as interconnected nodes that support each other and work together to provide value to Europe's cultural organizations.

This approach recognises that aggregators do more than aggregate. Over time, domain and thematic aggregators will be able to focus more

on their expertise-based services, helping enrich the data they work with and support partners in providing high-quality data. From 'aggregators', they'll become 'expert hubs'.

Europeana Data Model turns five

Our data interoperability format, the Europeana Data Model, turned five this year. It continues to stimulate thinking within our own community and is a standard respected globally.

EDM continues to grow and improve. Over the past five years, the EDM has been consolidated and enriched with extensions and refinements.

In June, we released a white paper highlighting the latest developments and the principles necessary for the model to continue as a suitable framework for cultural heritage data.

Europeana Collections in numbers

The new Europeana Collections filters have made it easier to drill down into the vast collections.

The big numbers at the end of 2015:

- 48m items
- 24m items with licences that allow re-use
- 13m with direct links to media
- 27m images
- 19m texts
- 800k videos
- 700k sounds
- 25k 3D objects

Top 5 of 37 contributing countries: The Netherlands, Germany, France, Spain, and Italy.

Open the data

From London to Japan - great open collections for Europeana

Europeana is nothing without the heritage that our 3,500 cultural heritage partners share. This year we've broadened our offering with some truly awe-inspiring open collections.

We shared some of the best as part of our 'Open Collections' theme on social media.

Of particular interest to our audiences online were Japanese woodblock prints from the National Library of Romania and a collection of 25,000 pieces of Danish, Nordic and European art from the National Gallery for Denmark.

Vintage photographs from BPE Pontevedra, including portraits of London's elite by Queen Victoria's official photographer, William Downey, were very popular. As were a set of new-to-Europeana illuminated manuscripts from the British Library.

Also ranking high with our audiences were 19th century fashion illustrations from MoMu Fashion Museum Antwerp.

Partnerships help collections reach new audiences

Developed with EUROCLIO and Apple Distinguished Educator, Gwen Vergouwen, our first **Multi-Touch Book and iTunes U course:** 'World War I: A battle of perspectives', was an important step forward in Europeana's goal to bring history to life for learners by using digital cultural collections in education.

The Dutch and English materials introduce students to different interpretations of what caused the First World War. Learners explore a fascinating array of material, from postcards to propaganda, handwritten letters to satirical cartoons.

With Wikimedia, we created **ten recommendations** for the future, including involvement in **Wikidata**, and we uploaded a curated collection of open Europeana **1914-1918**

material to Wikimedia Commons.

We also **collaborated with Retronaut** to share vintage, thought-provoking photographs on digital media website, Mashable.

Pilots and prototypes get creative

Europeana Creative's partners developed pilot applications focused on design, tourism, education and social networks. Building on these, a series of open innovation challenges were launched with entrepreneurs from the creative industries to identify, incubate and spin-off more viable projects into the commercial sector.

One of the most successful, VanGoYourself, sees people channel their inner artist, recreating classic scenes from some of world's most famous paintings then sharing them online. In the summer, it ran a successful #VanGoFort crowdfunding campaign (Europeana's first) raising over 5,000 euros to add more artworks and to support museums and galleries to join in.

Europeana Creative's legacy continues via Europeana Labs' incubation services, supporting entrepreneurs with their cultural re-use ideas from prototype to market.

Copyright reform for the digital age

The European Commission is proposing new copyright rules as part of creating a single European digital market.

On behalf of our community, we made recommendations so that the **final report on the EU copyright directive** would reflect the needs of the cultural heritage sector. We also provided the EC with relevant case studies and statistics and spoke at the roundtable called by Commissioner Oettinger.

Our institutions should be able to provide online access to collections that are not actively managed or available via commercial channels, without having to obtain permission from the rights holders. We wrote an **open letter to the EC** to reinforce this message.

In partnership with the Digital **Public Library of**

America and Creative Commons, we developed internationally **interoperable rights statements** for use by the DPLA and Europeana before broadening to other continents. The ten new statements will be hosted at rightsstatements.org from the second quarter of 2016.

Talking all your languages

We want to improve multilingualism within the Europeana database so that it's easier for people to find and understand the items they're searching for, no matter what language was used to provide the information to Europeana.

We are working with the CEF **Automated Translation** service, another DSI, to find ways to better automatic translation of metadata. We also dedicated issue one of our new journal, **EuropeanaTech Insight**, to the topic, published a Research & Development plan for multilingual issues and released a white paper on multilingual best practice.

In an example of best practice we hope other EU member states will follow, we signed a **Memorandum of Understanding** with the Latvian Minister of Culture, Dace Melbārde, which looks to using Latvia's public sector machine translation service, Hugo.lv, to expand multilingual access to Latvia's cultural heritage data.

Strengthen the Europeana Ecosystem

Greater than the sum of our parts

Converting from a loose network to a legal network association resulted in 1,355 active members by the end of 2015.

The engagement generated by the membership campaign prepared the ground for our second annual elections, in which over half of all members voted and seven new councillors were elected, increasing the Members Council of the Europeana Network Association to 30.

In 2015, the work of the Members Council was critical to widening engagement in Europeana - organizing the first Annual General Meeting of the Europeana Network Association and coordinating the work of seven Task Forces and five Working Groups. They also established the guiding principles of the Association for the years to come, devising its statutes, by-laws, membership principles and election guidelines.

Successful events getting great minds together

Subtitled 'Making the beautiful thing, transforming culture with technology', the **EuropeanaTech 2015** conference in Paris was overbooked and a real cross-team effort, showing just how important this network is within the Europeana ecosystem.

Culture Jam in Vienna, the final showcase of the Europeana Creative project, gave us inspiring presentations and talks, colourful posters, animated discussion, and experimentation with the interactive exhibition, Culture Cam.

'We are Europeana' - the first ever AGM for the newly formed Europeana Network Association, held in Amsterdam - brought 240 members together through thought-provoking talks, fascinating workshops, paper planes and an unforgettable evening at the Rijksmuseum.

And a meeting with the Member States Expert Group under the Luxembourg EU presidency focused on Europeana's plans and aspirations around developing use of cultural heritage in

smart cities.

Working together through Task Forces

The Europeana community brings together an extraordinary array of experts, all working towards a secure and sustainable future for Europeana. By working as Task Forces, they answer specific needs, not just for Europeana, but for the digital heritage sector more widely.

In 2015, seven Task Forces provided **results or recommendations** for their particular areas of expertise, the most far-reaching being the Europeana Publishing Framework, which now shapes how data partners participate in Europeana.

Elsewhere, Task Forces discussed re-use in education, open source developer communities and opportunities for digital cultural heritage in business. Also in development were mechanisms to improve communication between Europeana and its stakeholders, to share information within local networks and to make the voice of the public library sector heard.

Art from the 28 countries of the European Union

All the member states of Europe are stakeholders in Europeana. To reinforce this feeling of togetherness across all countries, we must provide ways for member states to have direct input into the collections that are shared via Europeana.

The Europeana 280 campaign asks culture ministries from all 28 EU member states to work with their museums and galleries to choose ten paintings that represent their country's contribution to Europe's art history.

The campaign has succeeded in engaging all 28 member states (plus Norway!), and more than 50 institutions not previously represented via Europeana are submitting artworks.

The nominated paintings will feature in the new Europeana Art History Collections, a virtual exhibition and in some exciting public events in European cities throughout 2016.

Conclusion

The instrumental changes made in 2015 to the technological infrastructure of Europeana, to our platform allowed us to create our showcase website, Europeana Collections, with improved search and multilingual functionality and a much better user experience across all our major products and services. This is and will remain a work in progress, but with the continued support of our network of cultural institution partners, domain and national aggregators and a thriving Europeana Network Association, we have a solid base for meeting the goals set out in the Europeana Strategy 2015-2020.

While making sure that everything we do conforms to our values and is **usable, mutual, and reliable**, in 2016 we will concentrate on creating cultural connections - supporting communities to use the collections we make available.

And as 2016 progresses, more of the hard work undertaken in 2015 will become apparent, including the launch of the several thematic collections, the Statistics Dashboard and the culmination of the Europeana 280 art campaign.

We thank all our staff and partners for their commitment to Europeana and to our mission of transforming the world with culture.

The Hague, 30 March 2016,



Jill Cousins
Executive Director



Jill Cousins, Europeana
Executive Director
Europeana, CC BY

Foreword by the Europeana Foundation Governing Board

This financial annual report covers the 12 months of 2015. In this period Europeana was funded by 9 European Commission projects and one other project, with additional matching funding and support from European Member State Ministries of Culture and Education.

General

The Europeana Foundation was again largely project-funded in 2015, with limited other funding. This is reflected in the balance sheet where the 'Balance of Projects in Progress' is given for project amounts received up-front from the European Commission, to be spent over a period from 2016-2017, dependent on the start and end times of the projects.

Overall expenditure is lower than budget but this has had no effect on project deliverables or Business Plan KPI's. Staff have been very dedicated, working long hours to complete all tasks to deadline and to a high quality.

During 2015 we kept a tight rein on non-project expenses which together with Ministry donated money allowed Europeana to settle a claim resulting from a 2012 audit of Europeana v1. 2015 also saw a cash flow crisis due to the delayed advanced payment for Europeana DSI and the withholding of monies seen as ineligible by the Commission. This required a credit line from the bank for a couple of months.

On the positive side, having battled hard in 2014 to be included as a named Digital Service Infrastructure under the Connecting Europe Facility, the result was that in 2015, € 8.06 million was granted by the European Commission for successful projects proposals from the Europeana Foundation and its partners. A further € 190,000 was donated by the Ministries, to cover co-funding requirements on projects and general overheads. An additional € 150,000 was received

in other funding for non-EU projects and subcontracting. As the general coordinator for the projects Europeana v3, Europeana Cloud and Europeana DSI, Europeana transferred the amount of € 3.57 million for these projects to their project partners.

2015 is 15.2% underspent against budget. The majority of this underspend comes from the late start of the Europeana DSI project, which started officially in April 2015, but without payment until June 2015, work did not start. We have therefore asked for an extension to the project in 2016. Also in keeping with our drive to reduce costs wherever possible, the amount needed for general overhead is much lower (46.2%) compared to budget (€ 189,200 versus € 101,829).

The underspend on the general personnel expenses are mostly due to cost savings and the complete depreciation of hardware and software.

Time spent by Europeana Management on The European Library is shown in the 'Financial Statement of TEL in 2015'.

Personnel

The structure of the Europeana Office changed in 2015 to reflect more closely to our main streams of work of the Strategic Plan 2015-2020. The changed organization is built on three strategic teams and six cross-functional teams. (see illustration p.X)

Turnover in personnel stands at 18 (including three from The European Library and two interns) for 2015. This is a large increase on 2014, where eight individuals left the organization, but should also take into account the 7 temporary members of staff. New joiners numbered 26 (including two interns, two external developers and 2 for The European Library).



Despite a high turnover in staff and a lot of recruitment, the costs for recruitment in 2015 decreased from € 10,900 in 2014 to € 5,700. We lowered the costs by using social media and the Europeana network.

Operating costs

In mid-January 2015, the Europeana Foundation moved temporarily to Stichthage. Europeana moved back into the Koninklijke Bibliotheek in mid-December 2015.

The Koninklijke Bibliotheek continued its generosity towards Europeana by extending the SLA 2015 under the same conditions as 2014 and providing a working environment and technical support for all its employees.

Overhead

Overhead that can be covered by projects is about 16% lower than budget, mainly due to the underspend in Europeana DSI.

Project costs

Personnel project costs are 5.1% under budget for 2015, due largely to outstanding vacancies. The costs for subcontracting mainly relates to the projects Europeana v3 and Europeana DSI and are underspend by 27%. This is underspent because of lower costs for hosting and subcontracting which will now take place in 2016 instead of 2015. Travel expenses and other costs were also under budget for 2015 (15% and 60%).

Disputed costs

All Europeana Foundation projects have been delivered on time and in or under budget. Europeana Foundation is still in negotiation with the European Commission over some costs incurred by 4 projects: Europeana v2, v3, Europeana Awareness and Europeana DSI. The total amount, still under investigation, is around € 300,000. We still expect that a substantial amount will be accepted by the Commission but all costs not accepted have to be funded from the Ministry funds we receive or place the Europeana Foundation in negative equity.

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, 30 March 2016

On behalf of the Governing Board of the Europeana Foundation,

Mr. B. Racine
Chairman

Mr. H. Jansen
Treasurer

Balance sheet as of the period 2015

(after result appropriation)

		31/12/2015	31/12/2014
	Cat.	Amounts in €	Amounts in €
Assets			
Tangible Fixed Assets	A	25,110	33,308
		25,110	33,308
Currents assets			
* Debtors	B	69,058	19,363
* Other receivables and accrued income	C	778,832	1,005,027
* Cash and cash equivalents	D	711,935	600,957
Total Currents Assets		1,559,825	1,625,347
TOTAL ASSETS		1,584,935	1,658,655
Equity and liabilities			
Equity			
General Equity	E	90,394	87,064
Appropriated Reserves		55,470	-
Total Equity		145,864	87,064
Current liabilities			
* Payables		216,402	342,077
* Payables concerning taxes and pension	F	234,139	228,641
* Other debts and accruals	G	349,726	591,192
* Advance payments Ministry Funding	H	202,869	192,346
* Balance projects in progress	I	435,935	217,335
Total Current liabilities		1,439,071	1,571,591
Total Equity and liabilities		1,584,935	1,658,655

Statement of income and expenses for 2015

		Amounts in €	Amounts in €	Amounts in €
	Cat,	Budget 2015	Realisation 2015	Realisation 2014
INCOME	J			
* Subsidy European Commission		5,379,540	4,506,577	4,398,022
* Ministry Funding		206,460	189,977	544,324
* Research Libraries		-	55,470	-
* Other income		130,000	149,779	140,480
Total income		5,716,000	4,901,803	5,082,826
EXPENSES				
General expenses				
Personnel expenses	K			
* Personnel expenses		2,809,900	2,656,724	2,443,406
* Social premiums and pension		700,000	690,040	631,932
* Other personnel costs		84,000	86,071	115,989
* Personnel expenses covered by projects		3,423,900-	3,294,708-	2,875,145-
Total personnel expenses		170,000	138,127	316,182
Operating expenses	L			
* Costs for housing		88,000	47,999	49,303
* General operating costs		170,000	127,179	122,846
* Depreciation		30,000	13,994	13,103
Total operating expenses		288,000	189,173	185,252
Overhead covered by projects	M	268,800-	225,471-	192,496-
Total General expenses		189,200	101,829	308,938
Project expenses	N			
* Personnel project costs		3,423,900	3,250,612	2,857,963
* Subcontracting		1,174,300	854,840	1,251,346
* Other Direct costs				
* Travel expenses		332,100	282,130	242,406
* Other Direct costs		327,700	131,451	229,677
* Overhead		268,800	225,471	192,496
Total project expenses		5,526,800	4,744,504	4,773,888
Total expenses		5,716,000	4,846,333	5,082,826
Operating result		-	55,470	0
Interest				
* Interest paid		-	829	-
* Interest received		-	4,159	11,085
Total interest		-	3,330	11,085
Project overview of The European Library	O			
Income		973,710	798,068	1,016,493
Expenditures		973,710	798,068	1,016,493
Result for the year		-	58,800	11,085

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 that 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 on 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 possibly until 2021 while continuing to seek a more diversified financial future provides a solid base to claim the Foundation to be a going concern. In view of this, the accounting policies used in these financial statements are based on the expectation that the Organisation will be able to continue as a going concern.

Estimates

In applying the accounting policies and guidelines for preparing the financial statements, the Europeana 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 2015

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 capitalized. 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 year-end

For valuing the remaining holidays per 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 prioritize on the matching principle and therefore 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 2015

A. Tangible Fixed Assets

	Hardware	Software	Office equipment	Total
Value at the 1st of January 2015	€ 20,882	€ 7,646	€ 4,780	€ 33,308
Investments	€ 12,708	€ -	€ 2,745	€ 15,453
Disinvestments	€ 1,429	€ -	€ -	€ 1,429
Depreciation	€ 12,347	€ 6,447	€ 3,427	€ 22,222
Value at the 31th of December 2015	€ 19,813	€ 1,199	€ 4,097	€ 25,110

	Hardware	Software	Office equipment	Total
Purchase per 31 December 2015	€ 69,431	€ 85,190	€ 21,832	€ 176,453
Disinvestments	€ 1,429	€ -	€ -	€ 1,429
Cumulated depreciation	€ 48,189	€ 83,991	€ 17,735	€ 149,914
Value at the 31th of December 2015	€ 19,813	€ 1,199	€ 4,097	€ 25,110

The investments in hardware relates to the purchase of new laptops. This investment is required for those employees who cannot work with a laptop/desktop made available by the Dutch National Library (Koninklijke Bibliotheek). These are restricted for using specific software.

The new assets for office equipment (specific desk and chair) was bought for ergonomic reasons for an employee with serious back problems, in line with employment regulations.

B. Debtors

The amount from outstanding invoices of € 69,058 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.

C. Other receivables and accrued income

Other receivables and payments in advance can be split into:

Other receivables and accrued income	31-12-2015	31-12-2014
* To be received from European Commission	€ 644,568	€ 954,692
* Other receivables	€ 80,814	€ 43,911
* Accrued income	€ 53,450	€ 6,424
	€ 778,832	€ 1,005,027

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

- Europeana v2
- Europeana v3
- Europeana Creative
- Apps 4 Europe

Europeana Creative will be finalised the 1st or 2nd quarter of 2016, by ONB (Österreichische Nationalbibliothek), the coordinator of the project. The project Apps4Europe is finished in 2015, the remaining amount is received in January 2016.

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.

Other receivables are: Interest for 2015 and reimbursement for long term sickness.

D. Cash and cash equivalents

	31-12-2015	31-12-2014
Specification cash per 31 December 2015		
* Cash	€ 55	€ -
* ING Bank general account	€ 61,880	€ 237,493
* ING Bank saving account	€ 650,000	€ 363,465
Total cash and cash equivalents	€ 711,935	€ 600,957

All cash equivalents are immediately available.

E. Equity

	General reserve	Appropriated funds	Total
* Value at the 1st of January 2015	€ 87,064	€ -	€ 87,064
* Result 2015	€ 3,330	€ 55,470	€ 58,800
Value at the 31th of December 2015	€ 90,394	€ 55,470	€ 145,864

The Foundation had no options to increase the General Reserve. With the received interest, the Foundation creates a very small reserve amounting to € 90,394 by the end of 2015.

Appropriated funds: The European Library reserve
The appropriated funds are the contribution from the Research Libraries for work to bring them into TEL and then into Europeana. A total of € 72,170 was received from the Research Libraries,

covering periods varying from 6 months to 2 years, with different start dates. From this amount € 16,700 is incorporated in the calculation of 2015. The allocation of the remaining amount is still to be decided and is therefore shown as appropriated funds. It may be reserved to cover the amount required by CENL for 2016 from Research Libraries. All the administrative management of the Research Libraries has been undertaken by Europeana Foundation.

F. Payables concerning taxes and pension

	31-12-2015	31-12-2014
Specification taxes and pension		
* Payables concerning tax	€ 196,707	€ 183,835
* Payables concerning pension	€ 37,433	€ 44,806
Total payables taxes and pension	€ 234,139	€ 228,641

All current tax and pension liabilities fall due in less than 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 2015.

The amount on taxes related to Dutch wage tax and social premiums, but also to UK and Greece taxes and social premiums. At the end of 2015 7 employees are working from the UK, where the

payroll is process in the UK, 1 employee is from Greece, where the payroll is processed in Greece. All taxes are paid to the different countries.

G. Other debts and accruals

	31-12-2015	31-12-2014
Specification		
* Amount to be paid back EC	€ 44,623	€ 267,954
* Amount to be paid back CENL	€ 123,885	€ 74,747
* Holiday allowance	€ 96,296	€ 97,954
* Other debts and accruals	€ 84,923	€ 150,537
	€ 349,726	€ 591,192

All current liabilities fall due in less than one year. The fair value of the current liabilities approximates the book value due to its short term character.

The amount to be paid back to the European Commission relates to the final calculation of the project Europeana Awareness and includes all rejected costs for the moment.

The amount to be paid back to CENL (Conferenc of Europeana National Libraries) relates to the final calculation for 2014 and 2015. Due to late

changes in the Annual Report 2014, resulting from the discussions on how to accommodate the Europeana v1 debt recovery, the amount, equal to the result for 2014, will be paid back to CENL in 2016.

The holiday allowance is related to the reserved right for holiday allowance from the period June-December 2015. The other debts and accruals mainly concerns invoices received in 2016, related to 2015.

H. Advance payments Ministry Funding

In 2015 the Foundation received a total cash amount of € 200,500 for Ministry Funding. This amount covers the co-funding for projects and the general costs of the Foundation.

As projects are spread over several years, the remaining amount is shown on the balance sheet

as an advance payment of Ministry Funding to cover the 20% co-funding for projects already started before 2015 (such as Europeana Cloud, Europeana Sounds and Europeana Food & Drink for the remaining project period and to cover overhead costs for the future. Furthermore we have taken an amount in reserve to cover costs deemed ineligible by the European Commission.

Specification Ministry funding 2015

Amount per 01-01-2015		192,346
<i>Received Ministry funding 2015</i>		
* Estonia	15,000	
* Poland	37,000	
* Slovakia	20,000	
* Slovenia	12,000	
* Austria	20,000	
* Ireland	10,000	
* Lithuania	20,000	
* Norway	30,000	
* Sweden	11,500	
* Luxembourg	25,000	
		200,500
		392,846
Contribution to overhead costs	21,460	
Contribution to co-funding projects		
* Europeana Food & Drinks	7,696	
* Europeana Creative	20,498	
* Europeana Cloud	46,590	
* Europeana Sounds	36,326	
* Commit	57,407	
		189,977 -/-
Amount per 31-12-2015		202,869

Overview received Ministry funding

	2008 -2012	2013	2014	2015	Total
Received Ministry funding	2,559,632	486,500	121,773	200,500	3,368,405
Processed in P&L	2,050,237	380,998	544,324	189,977	3,165,536
				Processed in balance sheet	202,869

I. Balance projects in progress

The amount shown under "Projects in progress" is the balance between the actual costs for running projects at the end of 2015 and the amounts received from the European Commission in 2015. For the running projects the largest amount shown is the pre-payment for Europeana DSI project (€ 4,450,000). This is 50% of the total grant and includes the amount of € 1,343,356 for project partners.

The final balance of projects in progress presented in the balance sheet is € 435,935 and is based on the specification below;

Project	Cumulated account of received EC funds			Actual costs up to 2015	Balance projects in progress
	Received from EC	Paid to project-partners	Remaining amount for Europeana		
Europeana Sounds	477,475	0	477,475	366,106	111,369
Europeana Clouds	2,962,870	2,226,015	736,855	863,943	-127,088
Cendari (TEL)	132,954	0	132,954	98,846	34,108
Europeana Food & Drinks	41,386	0	41,386	30,783	10,603
Europeana DSI	4,450,000	1,343,356	3,106,644	2,699,701	406,943
Total	8,064,685	3,569,371	4,495,314	4,059,379	435,935

Europeana Foundation is the Project Coordinator for Europeana Cloud and Europeana DSI.

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 2013 till

2016. The calculations of the remaining amounts to be received are based on the actual project budgets.

Project	Total budget	Total contribution EC	Received up to 2015	Still to Receive
2013				
* Europeana Cloud	€ 1,086,886	€ 869,509	€ 736,855	€ 132,654
2014				
* Europeana Sounds	€ 726,364	€ 581,091	€ 477,475	€ 103,616
* Europeana Food and Drink	€ 57,480	€ 45,984	€ 41,386	€ 4,598
2015				
* Europeana DSI	€ 6,213,295	€ 6,213,295	€ 3,106,644	€ 3,106,651
Total	€ 8,084,025	€ 7,709,879	€ 4,362,360	€ 3,347,519

Explanatory notes to the statement of income and expenses for 2015

General

The actual result for 2015 is € 58,800 and includes the amount of € 3,330, which is equal to the sum of the interest income. The amount of € 55,470 is based on received income from the Research Libraries and is dedicated for 2016. This amount is reserved as an appropriated reserve in the balance sheet.

J. Income

Subsidy European Commission

In 2015 Europeana Foundation received a total cash amount of € 8,064,685 from the European Commission for all the running projects. From this Europeana Foundation transferred € 3,569,371 to partners in two projects where Europeana Foundation is the project coordinator.

The € 4,506,577, mentioned in the statement of income and expenses, is based on the actual costs for European projects in 2015. Three projects (Europeana v3, Europeana DSI and Apps4Europe) are 100% funded by the Commission, the rest of the projects are funded for 80%.

Ministry Funding

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

Ministry funding spent is lower than budget at € 189,977. Co-funding for projects and the general overhead costs in 2015 were lower than 2014 which was particularly high as it accommodated the debt (€ 227,288) to the Commission based on the independent auditors findings for the projects Europeana, Carare and Assets. Agreement was made with the ministries that we could use their money to cover the amount the Commission had decided could not be eligible under project costs, but were necessary to the running of the

Foundation and the delivery of the projects themselves.

“Advance payments Ministry Funding” on the balance sheet is the total amount received up to the end of 2015. This money needs to be reserved for co-funding on current projects, covering the general overhead costs and any rejected costs by the Commission

Expenses

General expenses

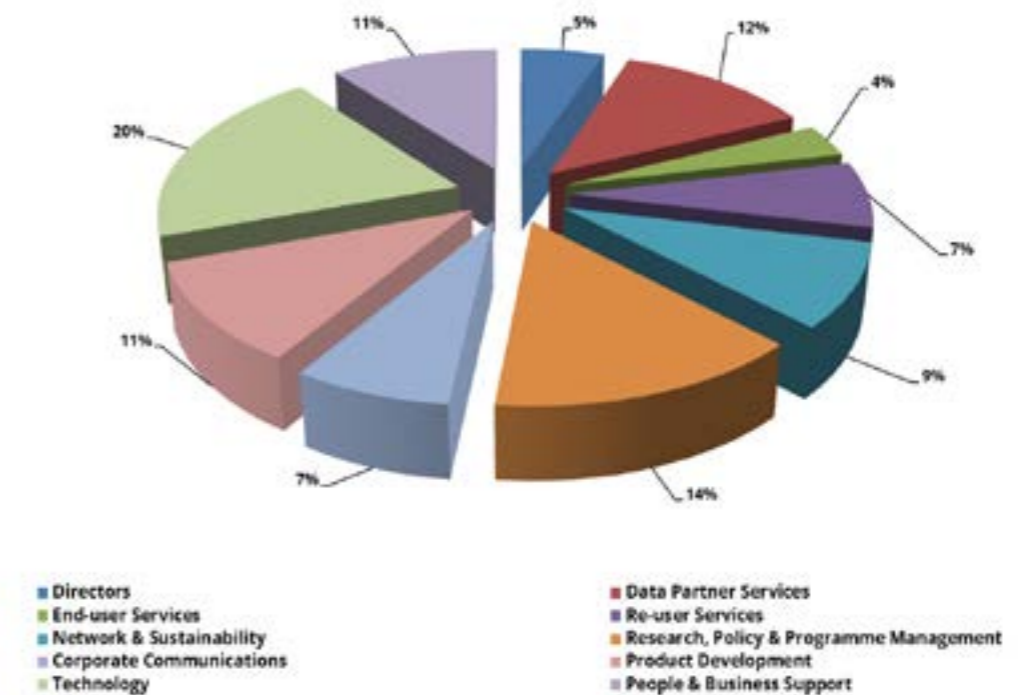
K. Personnel expenses

In 2015 the total costs for personnel increased by 7.3% to € 3,432,835 from € 3,200,029 in 2014. Of this amount about 96% (89.3% in 2014) is covered by projects. The amount also includes the time spent by Europeana management on The European Library (TEL).

At the end of 2015 56 employees (53.3 FTE), including two external people, were working for Europeana Foundation, compared to 48 employees (47,15 FTE) in 2014. 7 employees are based in the UK at the British Library in London (in 2014: 2 employees), 1 employee is based in Greece.

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

Overview per 31-12-2015	2015	
	#	FTE
Directors	3	3.00
Data Partner Services	7	6.80
End-user Services	2	4.00
Re-user Services	4	2.00
Network & Sustainability	5	4.80
Research, Policy & Programme Management	8	7.40
Corporate Communications	4	3.30
Product Development	6	6.00
Technology	11	10.60
People & Business Support	6	5.40
	56.00	53.30
The European Library	7	6.95
	63.00	60.25



L. Operating expenses

Costs for housing

Europeana Foundation has an agreement with the Koninklijke Bibliotheek that above 25 employees, Europeana Foundation pays a fixed amount of € 4,000 per person a year. In 2015 Europeana Foundation paid for 27 employees, which is equal to 2014.

General operating costs

These costs cover insurances, phone costs, representation, office supplies and other related office costs. The total general costs are 25% lower compared to the budget, mainly due to lower advice costs, costs for insurances and for representation.

Depreciation

The costs for depreciation are related to 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 three projects Europeana Foundation could claim costs against overhead (Europeana v3, Apps4Europe and Europeana DSI, the calculation of the overhead is based on 7% of the total costs for these projects, excluding subcontracting. The overhead claimed on projects is € 225,471, which is 16.1% lower compared to the budget 2015. This is mainly due to the underspend for Europeana DSI

N. Project expenses

Europeana Foundation started one new European project in 2015. As a follow-up from Europeana v3, the project Europeana DSI started officially in April 2015, however the majority of expenses costs for Europeana started from June 2015, after the end of Europeana v3.

Europeana DSI (Digital Service Infrastructure)

Europeana DSI is funded under the CEF programme (Connecting Europe Facility). This project, for a total amount of € 8,900,000, is for the period April 2015 up to June 2016 (including the extension of 1 month). The consortium of the project has in total 27 partners.

Europeana Foundation is the Work Package leader for all Work packages. The budget is divided by 69.8% for Europeana Foundation as core funding for all the activities and 30.2% for the partners.

In 2015 Europeana Foundation closed four projects in 2015;

- Projects funded by the European Commission;
- Europeana v3 (end of May 2015)
- Europeana Creative (end of July 2015)
- Apps4Europe (end of July 2015)

Projects funded by other funded

- Commit (end of December 2015)

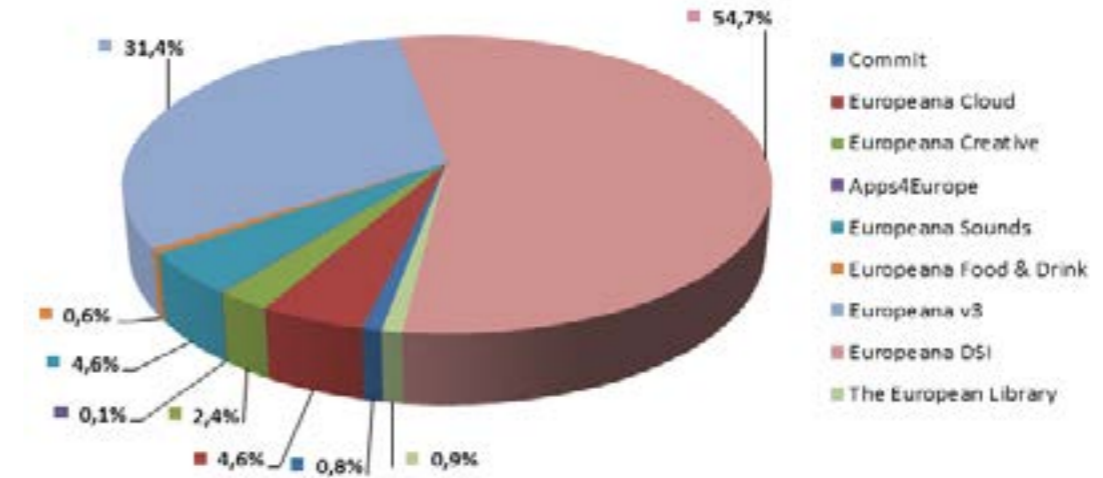
Projects running in 2015 and still running from 2016 are;

- Europeana Cloud (end of April 2016)
- Europeana DSI (end of June 2016)
- Europeana Food & Drink (end of June 2016)
- Europeana Sounds (end of January 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 2015 are almost € 3,25 million (2014 was € 2.89 million), in total Europeana accounted for almost 76,500 hours (near to 556 person months) for 8 projects (see specification below) where Europeana was involved as a partner. Europeana management spent almost 700 hours on The European Library. This time is spent by Europeana management and managers to support employees working for TEL. Around 86% of the total hours were related to Europeana's biggest projects Europeana v3 and Europeana DSI. These projects cover the majority of the operation of Europeana.



Subcontracting

The costs for subcontracting are mainly related to the projects Europeana v3 and Europeana DSI. These projects do have large amount of subcontracting in the budget.

From this total amount 35% (€ 303,000) is related to the hosting of the platform and the Europeana websites. This is amount much lower compared to 2014 (€ 507,000). Europeana changed hosting provider for the hosting of the portal (including back-up and test facilities) from the beginning of 2015, after a very extensive public tender procedure.

Other subcontracts are related to design of the websites (including the new Europeana Collection, launched at the end of 2015), research on User needs and the delivery of UX in accordance with those needs.

Costs of € 27,174 were incurred for audit reports for projects Europeana Cloud, Europeana v3, Europeana DSI and the overall Annual report. Other Direct costs

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 taskforces, other specific travel expenses costs are for the Annual General meeting in Amsterdam, Presidencies meetings in Luxembourg and Riga (Latvia) and associated partners in the Europeana DSI projects. These meetings and events also incur other costs incorporated under other project expenses.

In 2015 the following events were organised by Europeana or together with our partners:

Month	Title: event / activity	Country, Location / city	Location / organisation	Type: workshop / conference / project meeting
February	Europeana Tech 2015	FR	BnF, Paris	Conference
	Public History and the Media Workshop	IT	European University Institute, Florence	Workshop
March	Europeana for Education and Creative Industry	LV	National Latvian Library	Conference
	Unlocking Broadcast Archives from Eastern Europe' workshop	RO	Romanian television (TVR), Bucharest	Workshop
May	Aggregator Forum	NL	KB, National Library of the Netherlands	Workshop
	Le renouveau de l'histoire publique en ligne	CH	Université de Genève	Conference
	Expert Hub Working group	NL	KB, National Library of the Netherlands	Project meeting
	The Europeana Publishing Framework	NL	KB, National Library of the Netherlands	Workshop
	WW1 network meeting	NL	Brakke Grond, Amsterdam	Conference
	DSI Kick-off	NL	KB, National Library of the Netherlands	Project meeting
June	Cloud Plenary	UK	University of Edinburgh	Project meeting
	Europeana Creative Culture Jam	AT	ONB, Vienna	Conference
July	Participatory Governance of Cultural Heritage	IT	Dutch University Institute for Art History, Florence	Workshop
	Voice of Culture – Cultural Heritage Dialogue Meeting	BE	Flagey, Brussels	Conference
October	Aggregator Forum	IT	National Central Library of Rome	Workshop
	Industrialisation and WW1	IT	Micheletti Foundation, Brescia	Conference
	Expert Hub Working group	IT	National Central Library of Rome	Workshop
	The Europeana Publishing Framework	IT	National Central Library of Rome	Workshop
November	Europeana for Smart Cities	LU	Circle Cité, Luxembourg	Conference
	European Data Model	NL	Rijksmuseum, Amsterdam	Workshop
	Europeana Network AGM	NL	Pakhuis de Zwijger, Amsterdam	Conference

O. Project overview of The European Library

From January 2015 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 2015.

Other information

Allocation of the result

The Executive Director proposed to the Europeana Foundation Governing Board that the positive results for 2015 be added to the reserve as specified here under:

Result 2015 € 58,800

In favour of the General Reserve € 3,330

In favour of the TEL/RL reserve € 55,470

Anticipating on the approval of the Europeana Foundation Governing Board, this proposal is already calculated in the balance sheet for 2015.

The Hague, 30 March 2016

On behalf of the Governing Board of the Europeana Foundation,



Mr. B. Racine
Chairman



Mr. H. Jansen
Treasurer

Appendix 1: Financial Statement of The European Library 2015

COSTS	2015					
	Budget TEL infrastr.	Actuals 2015	Budget TEL projects	Actuals 2015	Budget TOTAL	Actuals 2015
<i>Personnel costs</i>						
* Personnel staff costs	84,500	181,649	502,750	326,740	587,250	508,389
* Other costs for employment (training, insurance)	12,500	6,320	-	-	12,500	6,320
* Costs for redundancy	85,000	82,030	-	-	85,000	82,030
* Costs for unemployment (BWOI)	51,000	29,085	-	-	51,000	29,085
Total personnel costs	233,000	299,083	502,750	326,740	735,750	625,823
<i>Operational costs</i>						
<i>IT costs</i>						
* Software / Licences	2,500	1,038	-	-	2,500	1,038
* Hardware (including depreciation)	7,000	5,414	4,500	4,819	11,500	10,233
* Hosting / SLA	42,000	43,761	15,500	26,924	57,500	70,685
* Domain name registration	500	-	-	-	500	-
Total IT costs	52,000	50,213	20,000	31,743	72,000	81,956
<i>Marketing & Communications</i>						
* Annual meeting / workshops – project meetings	10,000	721	10,000	2,301	20,000	3,022
* Promotion & Dissemination	3,000	-	-	-	3,000	-
Total Marketing & Communication costs	13,000	721	10,000	2,301	23,000	3,022
Travel costs for (project)meetings, conferences	15,000	10,251	29,800	15,160	44,800	25,411
<i>Overhead Europeana</i>						
* Management on personnel staff	55,160	35,297	-	-	55,160	35,297
* Financial audit	5,000	5,000	-	3,945	5,000	8,945
* Other office costs (incl, desk spaces and office IT)	38,000	17,615	-	-	38,000	17,615
Total overhead Europeana	98,160	57,912	-	3,945	98,160	61,856
Total	411,160	418,179	562,550	379,889	973,710	798,068
Results 2015						32,438