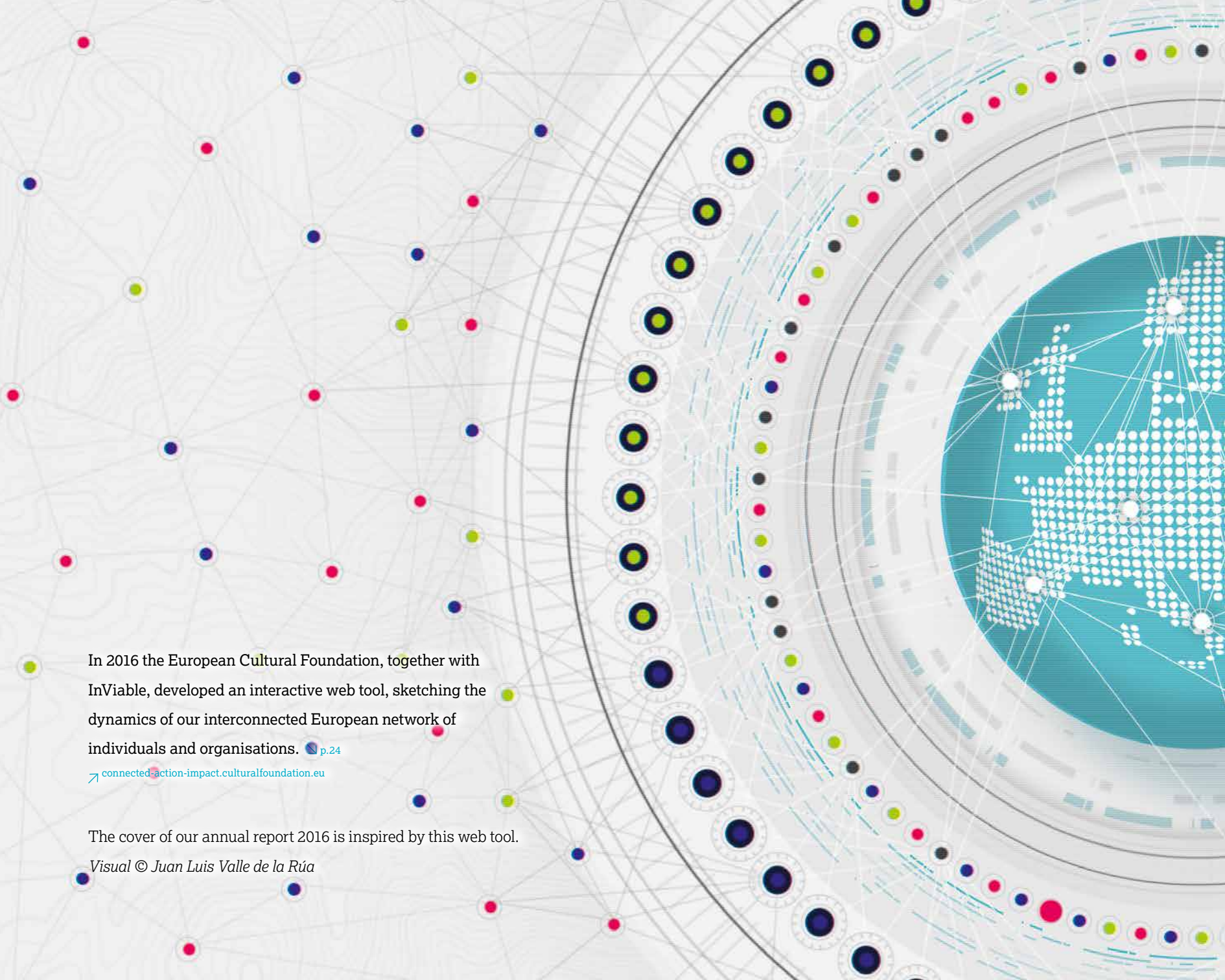


The background of the cover is a complex abstract graphic. On the left, a portion of a globe is visible, composed of a grid of white dots on a blue background. To the right of the globe are several concentric circles. The outermost circle is a ring of small, multi-colored dots (red, blue, green, black). Inside this ring are more concentric circles, some of which contain larger, more detailed circular patterns. The entire background is overlaid with a network of thin, light gray lines connecting various nodes, which are represented by small colored dots in red, blue, green, and black. The overall effect is one of global connectivity and cultural exchange.

ANNUAL REPORT 2016
EUROPEAN CULTURAL FOUNDATION

The background of the entire page is a complex network diagram. It features a central blue circular area containing a white dotted map of Europe. Radiating from this center are several concentric rings of nodes, each represented by a small colored circle (red, blue, green, or black). These nodes are interconnected by a dense web of thin, light gray lines. The overall effect is one of a highly interconnected, global network.

In 2016 the European Cultural Foundation, together with InViable, developed an interactive web tool, sketching the dynamics of our interconnected European network of individuals and organisations.

p.24

connected-action-impact.culturalfoundation.eu

The cover of our annual report 2016 is inspired by this web tool.

Visual © Juan Luis Valle de la Rúa



ANNUAL REPORT 2016

EUROPEAN CULTURAL FOUNDATION

Table of Contents

President's Message	4		
Director's Report	6		
Reflecting on the context for ECF's work	10		
1. Activities Report	13	2. Operations	73
What we do and how we work	14	2.1 Communications and Business Development	74
CATALYSE	17	2.2 General Administration and HR	78
1.1 Advocacy, Research & Development	18		
<i>In focus: ECF and the Dutch Presidency of the EU Council</i>	18	3. Supervisory Board and Advisors	82
1.2 Knowledge Management and ECF Labs	24		
1.3 ECF Grants	28	4. Financial Report	85
<i>Stories of change: STEP in action</i>	37		
CONNECT	43	Acknowledgements	115
1.4 Connected Action for the Commons	44		
1.5 Doc Next	50		
1.6 Tandem Cultural Collaboration Programme	52		
<i>Stories of change: Tandem collaboration</i>	56		
COMMUNICATE	61		
1.7 Events: ECF Princess Margriet Award for Culture and EFC Annual General Assembly	62		
1.8 Publications	66		
<i>Stories of change: Featured People</i>	68		

President's Message

Solidarity is one of the values Europe has been built upon. The European Cultural Foundation's (ECF) thematic focus areas have changed over time to remain in sync with societal developments. But the notion of solidarity has remained fundamental to our work throughout our 63-year history. During the first part of the 21st century, we have witnessed some incredibly humbling acts of solidarity, with refugees seeking shelter on our shores. More recently, the public debates have focused on fragmentation, polarisation and deeply divided communities across Europe. Solidarity is once again highly topical.

Only through connecting with others can we begin to tackle these divisions. By truly being interested in and connecting with others, we meet each other as equals, allowing for new perspectives to emerge. To this end, ECF works with a wide range of visionaries, artists, creatives, thinkers, collectives and communities to offer a cultural alternative, based on equality, inspiration and creativity. Our ultimate goal is to catalyse social change through culture, aiming to contribute to a shared sense of solidarity.

This is the very energy, inspiration and imagination that ECF seeks out through dynamic programmes such as the *Tandem Cultural Collaboration Programme* and the STEP travel grants. ECF supports change-makers who courageously embrace and express independent views, unheard voices and diverse cultures to create new ways of living together.

Culture cannot overcome these problems alone, but it is an invaluable ingredient – as it is one of the few spaces in which we allow ourselves to be vulnerable and open up to new ideas and concepts. For us to truly be able to live together – rather than simply alongside each other – we need to open our hearts and minds to make sure there is space for everyone to make their voices heard.

In these challenging and fast-moving times, indifference and complacency are not an option. If we join forces and work with others – as ECF does to such great effect – the changes and connections made will quickly gain momentum. We all have a role to play – and only together can we begin to rebuild the bridges and heal the divisions that are threatening to undermine the very fabric of our society.



Photo © RVD / Jeroen van der Meyde

HRH Princess Laurentien of the Netherlands, ECF President

"We want to create a uniquely diverse community of change-makers across Europe who find constructive answers for more inclusive, just and sustainable societies and turn unconventional thinking into future-proof actions."

HRH Princess Laurentien of the Netherlands



Tandem Shaml IV Partner Forum in Amman, Jordan. Photo © Constanze Flamme / MitOst

Director's Report

2016 was a decisive year for the European Cultural Foundation (ECF). It was a year of consolidation and reflection for us, as our 2013-2016 *Connecting Culture, Communities and Democracy* Strategic Plan drew to a close. Focusing on the outcomes and impacts of our work over the past four years, we looked closely at how our past successes could inspire ECF's role and responsibilities in a challenging European context as we shaped our new four-year plan in response to those challenges.

Our new theme *Connected Action for Europe: Culture for Change 2017-2020* will focus on combating fragmentation and promoting solidarity. It is a timely and outspoken response to the fault lines developing across Europe. We remain more convinced than ever before that, by investing in cultural exchange and courageous change-makers working at the grassroots level across Europe and beyond, we can make a profound and lasting difference – helping to bring communities together across growing divides. Diversity and equality are key drivers for our Strategic Plan going forward – from our programmes to our recruitment policies.

As well as looking ahead to the next four years, 2016 was also a chance for us to focus on amplifying and illuminating aspects of the work we have done over the past four years, to tell the story of the change-makers within our networks with renewed conviction and to use this to fuel our new strategic direction.

Central to our activities for the past year was the Dutch Presidency of the Council of the European Union in the first half of the year, which was an important focus for our advocacy initiatives. We brought our flagship ECF Princess Margriet Award for Culture (PMA) [↗ p.62](#) to the Netherlands for the first time in 2016 and used this as an opportunity to highlight and showcase the groundbreaking work of our grantees and key partners.

ECF also played a leading role in the European Foundation Centre's 2016 conference in Amsterdam in May, which brought together some 700 key foundation leaders and representatives from across Europe and other continents – helping to consolidate ECF's role at the intersection of culture and philanthropy. [↗ p.64](#)

We also worked together with our partners in the *Connected Action for the Commons* network [↗ p.44](#) to influence public opinion and become part of a pan-European community of practice, focusing on three themes: open institutions, inclusive citizenship and public infrastructure. In 2016, we collaborated on preparations for the 2017 edition of the Idea Camp around the theme of *Moving Communities*.

Investing in change

2016 was also a year when we saw the long-term investment in our grant-making, programmes and partnerships bear fruit on many different levels. Our investment in evaluation and impact assessment over the past three years has helped us to develop a deeper understanding of our internal and external dynamics. This has resulted, for example, in significant changes to our STEP travel grants programme, which has supported 2,500 up-and-coming young artists to travel across Europe and beyond over the past 14 years. [↪ p.32](#)

Our renewed focus on environmentally sustainable travel and wider geographic coverage has attracted external funding, which in turn has allowed us to develop a broader programme that can support more trips for young artists across a broader range of countries in future. We were very pleased that this new focus has ignited the interest of Compagnia di San Paolo [↪ www.compagniadisanpaolo.it](http://www.compagniadisanpaolo.it) – who have joined in supporting our STEP travel grants for the next three years. [↪ p.32](#)

ECF is committed to engaging a wide range of stakeholders in co-designing our programmes and advocacy. This involves listening and learning, reciprocity and mutuality, as well as promoting cultural diversity – as we have seen through the successes of our expanding *Tandem Cultural Collaboration Programme*, which has supported the professional development of more than 320 cultural managers from 160 cities and 35 countries in wider Europe over the past five years. [↪ p.52](#)

Our 15 years of experience in capacity building of arts management and cultural practice also led to ECF's involvement in the Cultural Diplomacy Platform funded by the European Commission. Being part of a consortium led by the Goethe Institut, ECF is responsible for the global cultural leadership programme, training 40 future global leaders in the cultural sector in the last year alone. [↪ p.21](#)

Drawing on our legacy from setting up the Doc Next Network for young media makers, we were also successful in receiving European funding through *Erasmus+* Programme of the European Commission for the collaborative project *Displaced in Media* – a strategic partnership to support the participation of young refugees in the public sphere through the media. [↪ p.51](#)

Looking ahead

Looking ahead, our long-term horizon includes exploring the contribution of culture to a more democratic, open and inclusive Europe. For this reason, we are looking to work more closely with other partners – to align our work and our grantees with other foundations and civil society organisations – in order to make a contribution to change and to participate in transforming our continent. Forging long-term strategic partnerships across sectors, as well as finding new networks to collaborate with in the philanthropic and corporate sectors, will be key to realising our goals over the next four years.

This way of working is not without its challenges. For example, we learned through our experiences with the Balkans Arts and Culture Fund in 2016 that delegating responsibilities to our partners also requires constant monitoring and oversight – as well as flexibility and on-going support. [↪ p.37](#) And the results of the Ukraine referendum in the Netherlands in March and April, despite our editorial special focusing on the cultural value of close relations with EU neighbouring regions, showed that our influence over public opinion still needs further strengthening on our home territory.

ECF is a learning organisation and we are committed to learning from past experience and working with our partners to focus our energies and attention on those areas where we can make the most difference. We will continue to argue for more meaningful cultural relations between Europe and the rest of the world – cultural relations that form lasting relationships, from the grassroots up, based on mutual trust.

We are convinced that, by connecting change-makers across Europe and beyond, and through connected action with them, we can work towards changing the conditions that have bred the extreme and destructive developments that threaten to destabilise the founding principles that ECF – and Europe – were built upon.



Photo © Xander Remkes

Katherine Watson, *Director*

Görgün Taner, *Chair of the Supervisory Board*



STEP travel grants project Poetics of Failure by María Alcaide, 2016. Photo © Erin Lee

Reflecting on the context for ECF's work

Europe has urgent issues to tackle, including how communities are fundamentally changing as a result of the forced migration of hundreds of thousands of people arriving from war zones including Syria; and how to respond to brutal attacks by radical groups in Europe's towns and cities, intended to undermine the very foundations of democracy and freedom that have underpinned Europe for decades. Over the past year of reflection and consolidation, we have looked at the external environment impacting on ECF's work and we have identified four key challenges:

1. Moving communities

The arrival of migrants seeking refuge in Europe has posed an enormous challenge. This forced movement of people – either fleeing conflict, or for economic, social or environmental reasons – demands immediate humanitarian aid but we must also nurture the newcomers' ongoing contribution to the communities where they are making their new home.

Through ECF's work at the grassroots level across Europe, we know migrants' stories and feel compelled to act. In our work through programmes like *Tandem* [p.52](#) and our STEP travel grants, [p.32](#) we take the longer term view, focusing on supporting cultural initiatives where they are most fragile and threatened. We work with cultural change-makers at the grassroots level to help bridge divides and connect people on a fundamental level. We also identified *Moving Communities* as the focus theme for our 2017 Idea Camp, [p.49](#) supporting Idea Makers in their action in a response to changes faced by communities.

2. Political turmoil, division in our societies and distrust in the EU

Europe's citizens are feeling increasingly insecure and too many have responded by embracing division and extreme ideologies – with the result that opportunities for freedom of speech and open platforms for creating and exhibiting art and culture are also being eroded.

Fault lines across Europe have been widening – with the growth of populist movements and anti-European sentiment that led to Britain's vote to leave the EU in June. A raft of undemocratic reforms and a shrinking space for civil societies in countries like Hungary and Poland have also led to citizens' disillusionment and a difficult environment for art and creativity to flourish in some of our neighbouring countries.

3. Sustainability

ECF strives to catalyse the work of cultural change-makers in their communities and to amplify their message for a different Europe so that it is heard by decision-makers with the will to implement change.

We are also mindful of the environmental challenges facing our continent and – through contributing to the Urban Agenda for the EU with initiatives such as the *Build the City Magazine: How people are changing their cities* www.culturalfoundation.eu/library/build-the-city-magazine [p.18](#) – we are looking at alternative ways of living together in a more sustainable way. And we are also looking at more sustainable ways of travelling for both our staff and our grantees.

4. Uncertain financial environment

As well as challenges posed by developments at a global and European level, ECF also faces a challenge closer to home. A large part of our income is derived from Dutch lotteries. These lotteries have seen their revenues drop, leading to a decrease in the contribution they are able to make to foundations like ECF. Although 2016 provided a higher amount of lottery income than budgeted, it is expected that the downward trend will continue during the coming years. We are therefore actively seeking out new opportunities and new ways of working in partnership to help us diversify our sources of income.

To respond to this changing funding environment and the societal challenges identified above, we have changed our way of grant-giving over the past four years and we must seriously consider alternative and innovative approaches to both inflow and outflow of resources as we look ahead to the next four years.

ECF's response

ECF believes that culture can and does play a vital role in addressing some of the most pressing issues facing our communities and we will continue to work together with our partners to the greatest possible effect to help tackle some of the systemic problems as a matter of urgency. Responding to these challenges will require an ever more flexible approach to planning, responding to the needs of people living across Europe, being as up to date as possible with all the latest developments across the cultural sector as well as being prepared to work with fluctuating budgets.

As you will read in the pages of our 2016 Annual Report, ECF continues to be driven by our firm and unwavering belief in Europe and in culture; Europe in its widest sense and culture at its most inclusive. Culture and the power of imagination drive our vision of how the shared space of Europe should be negotiated and shaped in a more democratic way, both in the daily cultural practices of those living in Europe and through their interactions with Europe's institutions – today, tomorrow and into the future.



Activities Report

What we do and how we work

About the European Cultural Foundation

The European Cultural Foundation (ECF) [↗ www.culturalfoundation.eu](http://www.culturalfoundation.eu) was set up in Geneva in 1954. Its founders included the Swiss philosopher Denis de Rougemont, the architect of the European Community Robert Schuman and HRH Prince Bernhard of the Netherlands. It was under Prince Bernhard's presidency that ECF moved to Amsterdam in 1960.

Our founders all believed passionately in culture as a vital ingredient for Europe's post-war rebuilding and healing. And it is still ECF's purpose today to nurture a socially engaged and culturally rooted civil society across Europe, including in Europe's neighbouring regions. During these challenging times, we believe that this is more important than ever before.

For more than six decades, we have been working with a broad range of partners in the Netherlands and across Europe and the world. Our core partner, the Prins Bernhard Cultuurfonds, [↗ www.cultuurfonds.nl](http://www.cultuurfonds.nl) one of the largest cultural foundations in the Netherlands, supports a large number of cultural and educational initiatives. Our collaboration was initiated in the 1960s by HRH Prince Bernhard and continues until this day. As a result of this partnership, ECF is immensely grateful for the annual financial contribution from the BankGiro Loterij and the Lotto, which we receive through the Prins Bernhard Cultuurfonds.

Our vision

We believe culture is an invaluable resource for a positive future in Europe. It is the space where we negotiate ways of living together, to understand our multiple identities and make it our home.

Our mission

We are committed to making a tangible impact on civil society, citizens' initiatives, public opinion and policy proposals to combat the fragmenting forces that are jeopardising peace and social progress in Europe.

Our theory of change

Ours is a world of growing complexity, uncertainty and change. There are fewer funds available for arts and culture on the one hand, and ever growing challenges related to maintaining space for independent thought and creative expression on the other.

At ECF, we believe in nurturing the growth of new visions of Europe that are the result of bottom-up action and creativity, and that provide a cultural response to the fragmentation of Europe. We believe it is crucial to:

- **Strengthen** civil society and citizens' initiatives that reinvigorate our democracies, based on the values of equality, solidarity and diversity.
- **Support and communicate** content that inspires public opinion, challenges prevailing prejudices or offers concrete alternative solutions.
- **Advocate** concrete policy proposals recognising culture as a resource including civil society in policy-making and decision-making processes from the local to European levels.
- **Reflect diversity** of people and communities through everything we do and everyone we work with.

Our working culture

As a learning organisation, we have an open, flexible approach to achieving our mission. We like to do-it-with-others, based on mutual respect. We actively reach out to set up strategic alliances and new models for funding. How we think and behave is developed through constant reflection and improvement through the ever-present prism of diversity.

How we evaluate

Impact assessment and evaluation is an important aspect of ECF's work. We apply different evaluation methods and tools to our programmes to take stock of achievements, to learn from our experience, to share knowledge internally and externally, and to inform our decisions and strategies going forward. Evaluation results are used to demonstrate to our donors and partners how we achieve our goals.

For some of the programmes we carry out internal evaluations, while for others we recruit external evaluators. For the *Connected Action for the Commons* (CAftC) programme [↗ www.culturalfoundation.eu/connected-action](http://www.culturalfoundation.eu/connected-action) – ECF's pilot multiannual catalytic philanthropy programme that was at the heart of the 2013-2016 Plan – we have embedded the monitoring and evaluation tools in the programme itself. [↘ p.23](#)

Before launching any new programme, ECF conducts feasibility studies, mappings or exploratory reflection groups with stakeholders from the countries and topical areas we plan to address. The aim of these activities is to analyse the contexts and identify the needs and the urgencies that we would focus in on the future programme's objectives and activities. Ongoing monitoring and evaluation helps us to adjust our multiannual programmes and tools towards stronger outcomes and impact.



Catalyse

ECF catalyses – enabling cultural practitioners to express themselves on contemporary challenges in Europe.

1.1 Advocacy, Research & Development

In focus: ECF and the Dutch Presidency of the EU Council

During the first half of 2016, the Netherlands held the Presidency of the EU Council, which gave ECF an unprecedented opportunity to influence policy – from the grassroots level to the EU.

➤ www.culturalfoundation.eu/nl/presidency We collaborated with partner organisations throughout the six-month Presidency and worked with our colleagues in the Communications and Events teams to help us make the work of ECF and our partners more visible in the Netherlands and to raise awareness for culture and community participation at a European level. This included bringing the **ECF Princess Margriet Award for Culture (PMA)** ➤ www.culturalfoundation.eu/pma to Amsterdam for the first time since it was launched in 2008. ↘ p.62 And it was also an excellent opportunity for us to host the European Foundation Centre (EFC) Annual General Assembly and Conference in Amsterdam in May.

➤ www.efc.be/aga/2016-amsterdam

The **Urban Agenda for the EU**, which was launched during the Dutch Presidency, created an excellent political momentum for ECF and our partners to influence EU policy by raising awareness about participatory civil-public models and integrating these from the bottom up.

Evidence from research and our co-design practices – based on principles of the commons – show that empowering citizens and governments to share decision-making powers on urban issues has been effective in creating wider support for implementation of legislation, providing out-of-the box solutions and strengthening democratic legitimacy. Culture is a key factor in these processes – motivating people and encouraging equality, which is essential in increasingly diverse communities. These issues were explored in the *Build the City Manifesto*, ➤ www.tinyurl.com/ya7j7gu6 which in turn developed into the *Build the City Magazine: How people are changing their cities*.

➤ www.culturalfoundation.eu/library/build-the-city-magazine

The magazine was created and produced in collaboration with our *Connected Action for the Commons* network, R&D grantees, EUROCITIES and other partners, and widely distributed. The civil-public practices highlighted within its pages show positive impacts on urban sustainability such as creating affordable housing, highlighting air quality issues and renewing public creative areas. An informal network of peers was established to improve urban co-governance and reinforce the need to include culture and citizen participation in the Urban Agenda of the EU. The potential of civil society to co-create innovative solutions was subsequently integrated in the **Pact of Amsterdam** in May 2016.

New Democracy 2

Co-creating the City

In addition, ECF was a partner for the following events related to the Dutch Presidency of the EU Council:

- We partnered with **Network Democratie** and cultural centre **Pakhuis de Zwijger** to organise a series of public talks with former Idea Camp participants and R&D grantees on democratic and cultural renewal from a citizen's perspective. The talks attracted a culturally diverse Amsterdam audience, including influential policy-makers.
- ECF supported *In Search of Europe*, a documentary showing highlights from Lucas De Man's journey through Europe in partnership with **Stichting Nieuwe Helden**, focusing on the upcoming generation of European visionaries. ↗ www.insearchofeurope.eu/nl
- ECF partnered with Europe by People and Network Democratie in the framework of **FabCity**. ↗ www.europebypeople.nl/fabcity-2 This provided a platform for several side events, including screenings of Doc Next Network's video collections.
- ECF was a partner of **Re:Creating Europe**. Forum on European Culture, organised by **De Balie** and **DutchCulture** in Amsterdam. It brought together artists and thinkers from across Europe to reflect on their role in shaping the future of Europe. ECF organised several expert sessions, including our professional networks.

↗ www.cultureforum.eu



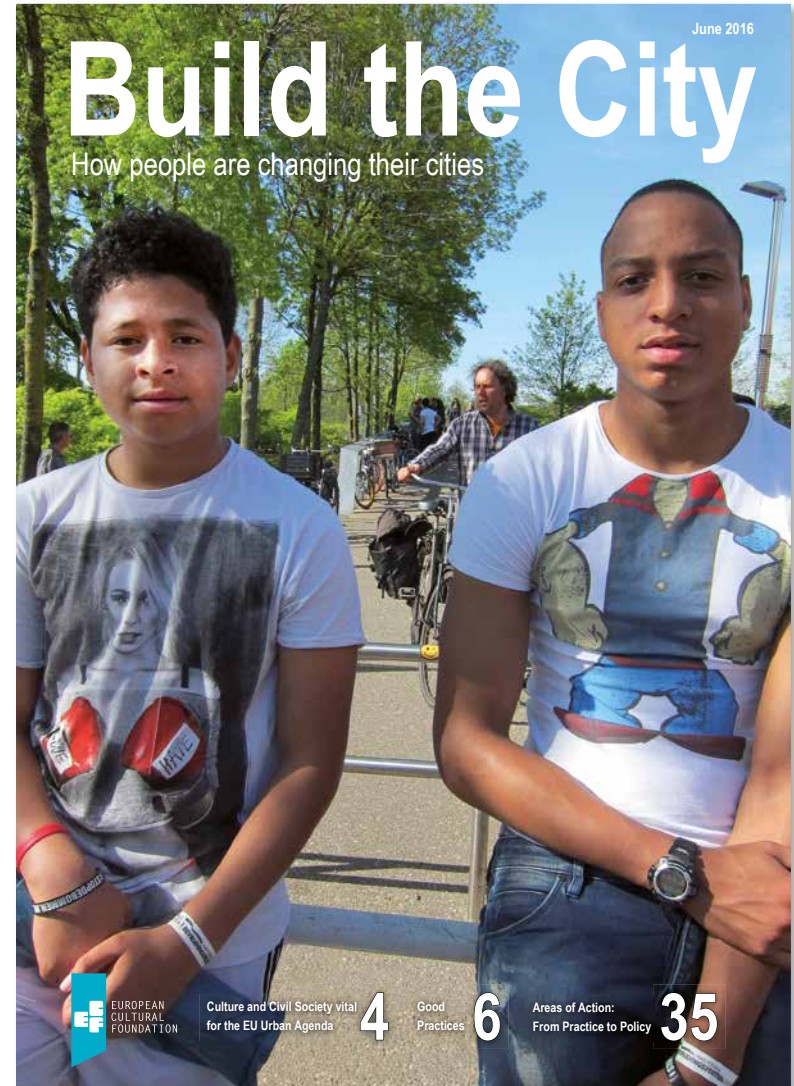
Co-creating the City debate at Pakhuis de Zwijger, Amsterdam.

Photo © Maarten van Haaff

Advocacy

ECF advocates for an open, democratic and inclusive Europe, in which culture is a valued key contributor.

➤ www.culturalfoundation.eu/advocacy We connect and catalyse the interaction between cultural practice and policy-makers at European, national and local level. Our advocacy work draws on the experience of our cultural communities and on the reflection and analytical base provided by our R&D activities, to identify key areas and issues where we can act effectively for change.



Culture in EU external relations

“Culture has to be part and parcel of our foreign policy. Culture is a powerful tool to build bridges between people, notably the young, and reinforce mutual understanding.”

Federica Mogherini, EU High Representative

→ www.tinyurl.com/y89qv6fw

ECF has been researching and advocating in partnership with other organisations for more than ten years to achieve this legal framework on culture in EU external relations. We are convinced that cultural relations – one of the strongest assets that Europe has – should be pivotal in how the EU conducts its relations with other countries and regions to face global challenges and changing societies. Therefore, we have been advocating for a new European approach to external relations, based on the promotion of fundamental values, two-way dialogue and the recognition of the role of civil society.

In order to join forces with others, ECF is a strategic partner in **More Europe – External Cultural Relations** → www.moreeurope.org – a cultural, civic initiative and campaign that advocates for culture to be positioned at the very heart of the EU’s external relations. In this context, we were delighted to celebrate a long-awaited achievement in 2016: on 20 April, at the European Culture Forum in Brussels, the European Commission announced a Joint Communication: **Towards an EU strategy for international cultural relations** → www.tinyurl.com/y89qv6fw – encouraging cultural cooperation between the EU and its partner countries.

To help the EU implement this strategy and create synergies among all EU stakeholders, a **Cultural Diplomacy Platform** was set up in February 2016. → www.cultureinexternalrelations.eu Funded by the European Commission and operated by a consortium, led by the Goethe Institut and ECF as one of the partners, the Platform will deliver policy advice, facilitate networking, carry out activities with cultural stakeholders and develop training programmes for cultural leadership. In this framework, ECF developed and organised the first **Global Cultural Leadership Programme**, training 40 young cultural leaders from the EU and around the world in Malta in October. → www.tinyurl.com/y7c8se8z Two more leadership programmes are planned for 2017 and 2018.

For more information → www.tinyurl.com/y7qjf5f8

Strategic Partnership with Culture Action Europe

In 2016, ECF continued its strategic partnership with Culture Action Europe (CAE), with a focus on the UK referendum results. The Brexit vote caused enormous distress in Europe, and was a catalyst for greater solidarity in a cultural sector that embraces the value of European cultural cooperation. In response, Culture Action Europe and ECF organised the first debate on the future implications and the impact of the referendum results for the arts, culture and creative sectors in Europe and in UK.

→ www.tinyurl.com/yd6zmsfp

“Culture is the hidden gem of our foreign policy. [...] it has a great role to play in making the EU a stronger global actor.”

Tibor Navracsics, European Commissioner for Education, Culture, Youth and Sport

→ www.tinyurl.com/y89qv6fw

Research & Development

With our R&D work, we strengthen the research and evaluation base of ECF's programmes, provide evidence for advocacy and explore new research areas. As a result of our partnerships in 2016, knowledge was deepened in areas considered almost impossible to tackle in the past. See below for some examples of our R&D work in action.

Culture contributes to democracy

The Council of Europe's Indicator Framework on Culture and Democracy (IFCD): ECF is proud that this two-year research partnership, initiated by the Council of Europe and accomplished by Hertie School of Governance, completed its goal of developing and launching an international comprehensive Indicator Framework and an online data explorer tool demonstrating research findings and links between culture and democracy. www.tinyurl.com/yc5ucc9f The IFCD is an innovative tool that uses cutting-edge statistical methods.

Culture impacts on other sectors

Cultural & Creative Spillovers (phase 2): ECF is one of the partners in the European research partnership on cultural and creative spillovers, which, as a follow-up to its preliminary evidence review, selected four innovative cases through an open call. The project aims to deepen knowledge and improve understanding and measurement of spillover effects of the arts, culture and the creative industries on other areas in Europe. The initiative was promoted at the 2016 European Culture Forum, *Re:Creating Europe* as well as at the Forum D'Avignon Ruhr. www.ccspllovers.wikispaces.com

Cultural Policy in MENA region

ECF continued to support cultural policy research and activism in the Middle East and North Africa (MENA) region in partnership with the Beirut-based Culture Resource foundation and Ettijahat – Independent Culture, as well as other funders. This community of knowledge has grown across ten Arab countries and is working in policy analysis, evidence, debates and publications. The work of local cultural policy 'task forces' expands the knowledge and supports the development of transparent and democratic cultural policy in these countries. Read interviews with cultural policy researchers and activists from this community in ECF's Featured People series.

www.culturalfoundation.eu/featured-people

↳ p.68

The research material is available online at www.arabcp.org – the only cultural policy website available in Arabic (as well as in English). *World CP* www.worldcp.org – the *International Cultural Policy Database* and monitoring tool by the International Federation of Arts Councils and Culture Agencies (IFACCA) – hosts the analysis and updates of eight Arab country profiles. Since its launch in 2015, World CP has developed into a central, continuously updated database and monitoring tool including country-specific profiles of cultural policies from around the world.

www.worldcp.org

Governing Heritage Dissonance: Publication CPRA winner 2013

The research of the last Cultural Policy Research Award winner – Višnja Kisić (Serbia) has been published. [↗ www.culturalfoundation.eu/library/cpra-2013](http://www.culturalfoundation.eu/library/cpra-2013)

The excellent reviews and the high interest in the topic of heritage dissonance set the tone for debates in view of the upcoming European Year of Cultural Heritage 2018.

Measuring change – evaluating our work

Measuring our impact is important for our programmes and activities. We explore and apply different methods to our programmes and learn how to improve our performance.

The *Tandem* [↗ www.culturalfoundation.eu/tandem](http://www.culturalfoundation.eu/tandem) evaluation carried out in 2016 has shown that the programme has a positive effect on individual skills, knowledge, network and organisational capacities to work in new realities, gaining confidence and inspiration. It strengthens the role of culture in community development and in responding to local concerns.

The interim (E)valuation report of *Connected Action for the Commons* [↗ www.culturalfoundation.eu/library/evaluation-report-connected-action-for-the-commons](http://www.culturalfoundation.eu/library/evaluation-report-connected-action-for-the-commons) showed progress on the core programme values, and scaled up the hubs' core activities. Idea Camp has proven to be a catalyst for strengthening and expanding communities of practice on how to tackle urban challenges. Lessons learned from the 2015 Idea Camp [↗ www.culturalfoundation.eu/library/evaluation-report-idea-camp](http://www.culturalfoundation.eu/library/evaluation-report-idea-camp) were used in the design of the 2017 Idea Camp. [↘ p.49](#)

“Art does not change the world. But it does change the people who change the world.”

François Matarasso, external evaluator, Tandem
→ www.tinyurl.com/ybjz76ke



1.2 Knowledge Management and ECF Labs

Knowledge Management – a transversal strategy

Knowledge Management is a transversal strategy at ECF and runs across all of our programmes and processes. It is an integral part of our work: it is about understanding, connecting and using ‘knowledge’ that exists with our staff and our external networks. How can we best integrate different (sources of) knowledge into the development of our work? What type of knowledge is most relevant to us? These are key questions in our staff’s daily practice.

In 2016, ECF’s objectives focused on two key points that helped us to understand where, for us, relevant knowledge is to be found and how it can be most useful to us and to our partners:

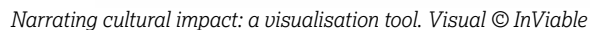
1) Growth of a European network of cultural change-makers: a stronger connected civil society

Across our different activities and programmes, we supported bottom-up, citizen-led movements and practices that are rooted in or working with culture. ECF contributed to a growing European network and community of engaged citizens and policy-makers considered to be ‘cultural change-makers’. Understanding the (quality of) the relationships in such growing networks and communities helps to build a strong connected civil movement across borders.

To this end we developed **a pilot visualisation tool**, together with the Spanish organisation InViable. [↗ www.tinyurl.com/yapf7avt](http://www.tinyurl.com/yapf7avt) The interactive web tool sketches the dynamics of our interconnected European network of individuals and organisations that have been engaged in the *Connected Action for the Commons* programme. [↘ p.44](#) The tool shows the growth of a connected society or movement and demonstrates connections between people and between organisations based on European issues, geography and joint activities that ECF has catalysed, such as the Idea Camps. [↘ p.49](#)

The tool is available on ECF’s website [↗ connected-action-impact.culturalfoundation.eu](http://connected-action-impact.culturalfoundation.eu) and provides key information for our own research and evaluation processes of the programme and of our network building in general. The tool also offers details about ECF’s catalysing role for communications, as well as providing a navigation tool for professionals to map and research profiles and knowledge of key cultural change-makers in Europe.

Through ECF Labs, [↘ p.27](#) Europeans come together around shared interests and concerns. The Labs reach out to a much wider network of active citizens who are engaged in culture and democratic processes: it provides an open platform where anyone can share their opinions and work, and start dialogues with others.



2) Partnership building: progressive philanthropic alliances

ECF is part of the progressive philanthropic alliance EDGE (Engaged Donors for Global Equity). ↗ www.edgefunders.org EDGE Europe provides a space to work with and learn from other foundations in Europe on topics of shared interest. The aim of our work together is also to connect our sources of knowledge and our existing grantees and partner networks so that we are more effective. Two partnerships have been built in 2016:

- **ECF co-created a working group on the commons within EDGE.** This initiative resulted in a joint foundations' support for the advocacy initiative of the European Commons Assembly at the European Parliament on 16 November 2016. The working group also published an article on commons as a pathway for philanthropy, which was published on the website of the European Foundation Centre (EFC). ↗ www.tinyurl.com/y9m7fgh9 Lastly, the working group organised a webinar on the commons for the philanthropic sector. ↗ www.vimeo.com/184350142 ECF contributed specifically to these activities by debating and showcasing the potential of culture for the commons in addition to strategising a joint agenda for the commons with the involved foundations.

- **With four foundations within EDGE, ECF also initiated a participatory grant-making fund for and with activists in Europe in 2016.** The initiative is a fresh collaboration between funders and activists and challenges traditional grant-making approaches. The Open Society Initiative for Europe (OSIFE), Charles Leopold Mayer Foundation, Guerrilla Foundation and ECF collaborated with 30 activists from our existing constituencies in Seville in December to develop a prototype for the fund and platforms. The Participatory Activists Fund will be launched in 2017.

ECF Labs – a digital platform

ECF Labs www.ecflabs.org/is a digital platform that connects 18,000 European citizens, cultural practitioners, activists and researchers to ECF's work and invites people across the continent to take part in open conversations in 56 Labs and thematic boards about Europe, culture and democracy.

In 2016, the Labs community continued to grow, with new members joining all the time and adding a wealth of user-generated themes and content, helping us to increase our online community and impact. The new Labs broaden engagement around topics such as finding ways to live together in solidarity (Culture & Refuge in Europe), ecflabs.org/lab/culture-and-refuge-europe urban food systems (Food in the City) ecflabs.org/lab/food-city and the effects of the presidential elections in the US (America in the Donald Trump Era). ecflabs.org/lab/america-donald-trump-era

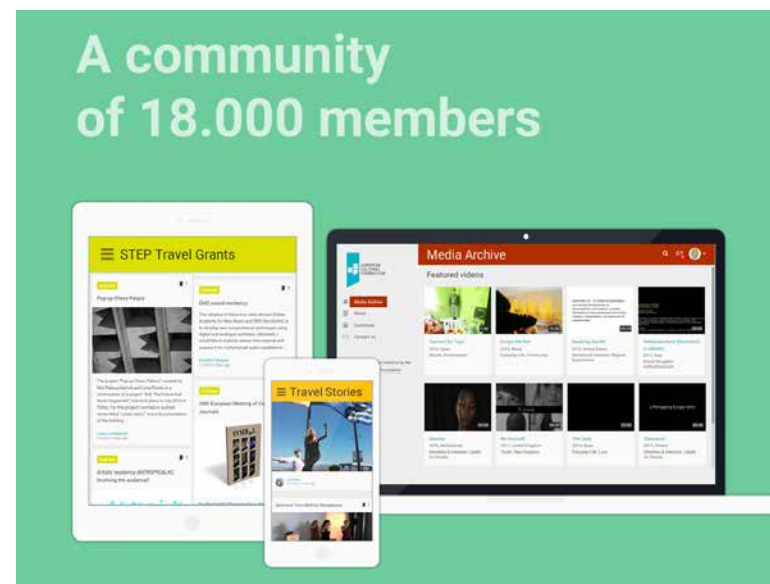
ECF Labs runs on cutting-edge technology as a web app that is accessible across a range of devices. A recent upgrade in technology, for example, has allowed better integration with the STEP travel grants ecflabs.org/grants/stepbeyond platform Grants section. [p.32](#) A new Lab called Travel Stories ecflabs.org/lab/on-travel has been opened, as a bridge for the STEP and Labs communities to meet and share travel experiences from a cultural perspective. Uploaded Travel Stories have replaced previous reporting requirements for the grantees.

We intend to reproduce this same model of integration for the online Media Archive of the Doc Next Network. [p.50](#)

www.docnextnetwork.org/category/mediacollection

In 2016, we also explored ways of supporting the long-term sustainability of the Labs platform. We are planning to distribute the source code of the Labs app as open source – a present for the community of thousands of engaged online supporters, and an open invitation for innovative developers to build on our work.

Visit ECF Labs at www.ecflabs.org



1.3 ECF Grants

ECF believes that passionate and creative individuals can make a huge impact on society, especially if their actions serve or involve their wider community. One inspirational idea can sow many seeds and grow into something extraordinary. We also believe that exchanging ideas – working on something together and getting to know each other better across borders – is essential for these seeds to flourish and grow.

With this in mind, ECF has designed a **Grants programme**

↗ www.culturalfoundation.eu/grants that focuses on individuals who care about their communities and the world around them, people who want to change society for the better.

We encourage up-and-coming cultural practitioners who want to travel across borders – to help foster a society with greater solidarity, equality and a stronger sense of social justice – through our **STEP travel grants**. And we support trailblazing **Idea Makers** ↘ p.34 to develop their ideas further through our **Research & Development (R&D) grants**.

As well as our open calls, we also award grants through targeted partnerships across all our budget areas, representing almost half of our expenditure. ↘ p.30

By taking a regular look at our Grants programme through a critical lens, we strive to be as up-to-date as possible and to offer a funding scheme that is unique in the cultural sector in Europe and beyond. More than 60 years of experience in grant-making has taught us just how important it is to listen to our grantees and to incorporate their feedback as we shape our programmes. They are, after all, the people who know what is needed on the ground.

By simplifying our grant application processes and making them more accessible, we strive to give all our grantees the platform they need for their creativity to thrive. We have also been reaching out to new diverse audiences in 2016 – as we believe that a range of different perspectives is essential for any kind of change in society.



STEP travel grants project Discover the World. Photo © Rehab Eldalil / Pocket Stories

Grants and partnerships by ECF objective

CATALYSE

Grants		
<i>Open grants</i>		
STEP Beyond	89,650	
Travel grants for Idea Camp participants	7,060	
IDEA Maker Residency Programme	3,570	
Stichting Europe by People (50% Crants, 50% Communications)	10,000	
art xngle (Balkans Arts and Culture Fund)	454,308	
German Marshall Fund of the United States	50,000	
<i>Commissioning grants</i>		
Holland Festival (Strategic partnership)	25,000	
Nexus Institute (Strategic partnership)	20,000	
European Council on Foreign Relations (Annual meeting & public event)	15,000	
Stichting Ondertussen (Artists' studios)	6,000	
<i>Subtotal Grants</i>		680,588
Advocacy / Research & Development		
<i>Grants</i>		
Stichting European Culture (30% Advocacy, 70% Publications)	5,000	
Eurozine (65% Advocacy, 35% Communications budget)	4,000	
Commons Network	4,000	
Collège des Bernardins	4,000	
Culture Resource Foundation	20,000	
Valiz publishers (80% Advocacy, 20% Publications)	20,000	
European Creative Business Network (ECBN)	10,000	
German UNESCO Committee (Publication 'Building the Future')	5,000	
<i>Partnerships</i>		
More Europe (Strategic partnership)	25,000	
Culture Action Europe (Strategic partnership)	15,000	
ENCATC	4,000	
Hertie School of Governance	20,000	
<i>Subtotal Advocacy / R&D</i>		136,000
Knowledge Management		
Commons Network (Commons Assembly)	2,000	
Krytyka Polityczna (Political Critique)	6,300	
<i>Subtotal Knowledge Management</i>		8,300
Subtotal CATALYSE:		824,888

CONNECT	Doc Next Observatory		
	Displaced in Media	4,000	
	Zemos – Encounter	18,700	
	<i>Subtotal Doc Next</i>		22,700
	Tandem		
	MitOst (funds are predominantly re-granted to Tandem participants)	1,150,563	
	<i>Subtotal Tandem</i>		1,150,563
	Connected Action for the Commons		
	Commons Network (Commons Assembly)	1,000	
	6 Connected Action hubs (three-year agreement 2014-2016)	314,245	
	Platoniq for the Idea Camp 2017	52,547	
	<i>Subtotal Connected Action</i>		367,792
	Subtotal CONNECT		1,541,055
COMMUNICATE	ECF Princess Margriet Award for Culture (PMA)		
	Media Lab Prado	25,000	
	Kretakör	25,000	
	<i>Subtotal PMA</i>		50,000
	Publications		
	Stichting European Culture (30% Advocacy, 70% Publications)	10,000	
	Valiz publishers (80% Advocacy, 20% Publications)	4,700	
	<i>Subtotal Publications</i>		14,700
	Press and Marketing / Communications		
	Eurozine (65% Advocacy, 35% Communications)	2,000	
	Eurozine “Fragmentation & Solidarity in EU”	6,300	
	Europa Nostra	3,000	
	Europe by People (50% Grants, 50% Communications)	10,000	
	<i>Subtotal Press and Marketing / Communications</i>		21,300
	Subtotal COMMUNICATE		86,000
	Total Grants and Partnerships		2,451,943

STEP travel grants

Of all ECF's programmes, our STEP travel grants [↗ www.steptravelgrants.eu](http://www.steptravelgrants.eu) **connect with the largest number of direct grantees. In 2016, we supported 205 cultural practitioners from 36 different countries.**

These grants were awarded across a huge array of different art disciplines, and many of the inspirational projects were realised in a truly cross-sectoral way.

Providing relatively small sums and targeting artists at the beginning of their career, this grant is often the artist's first contact with ECF and indeed with grant-making institutions in general. For ECF, these people and their partner organisations in the destination countries (independent cultural NGOs) offer an invaluable glimpse into the current realities of the socio-cultural field in Europe and beyond. This in turn feeds into our advocacy work and helps shape our other policies.

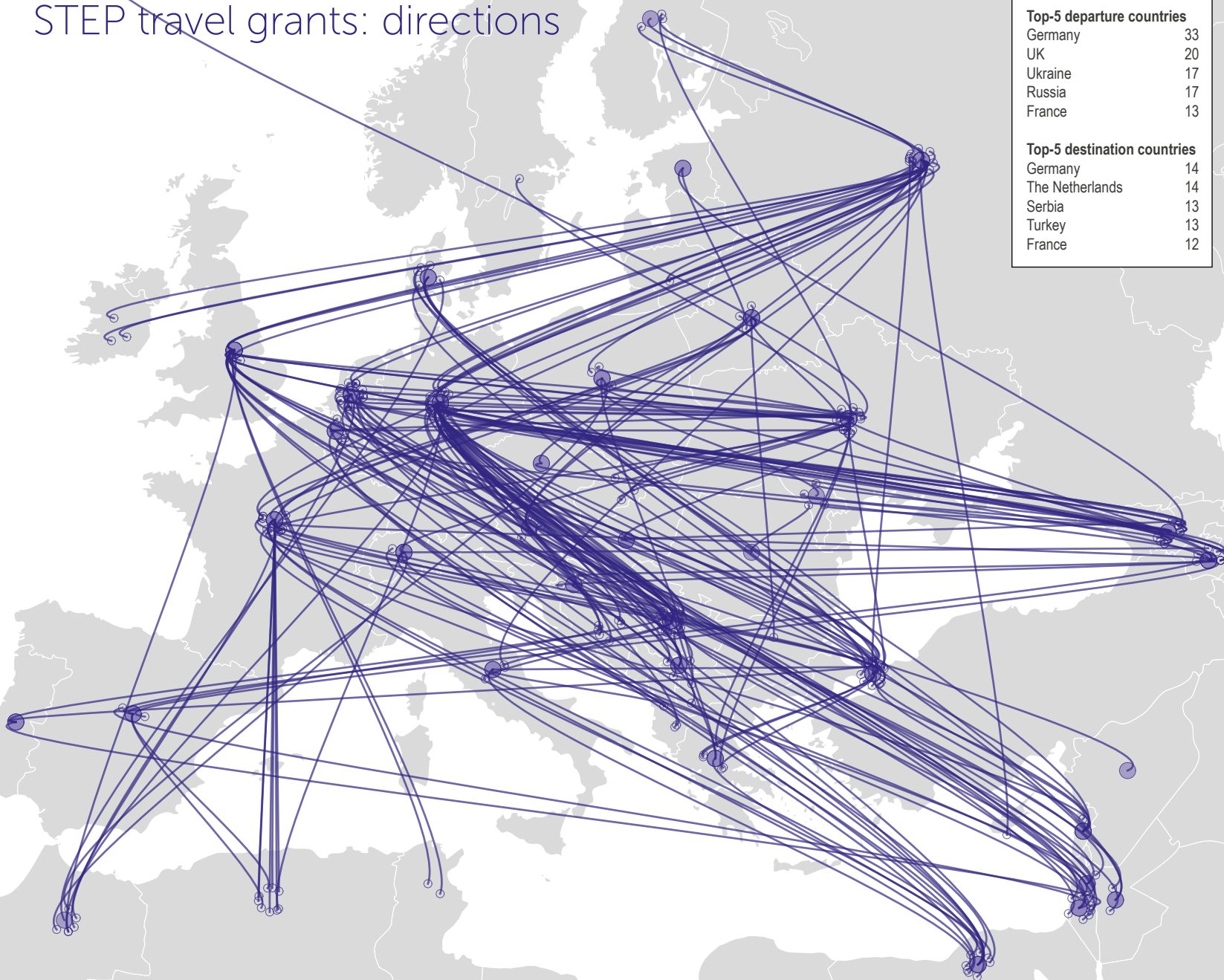
Direct feedback from grantees and our own ongoing assessment of the cultural scene and policies that affect it in the wider Europe contributes to the continuous development of our flagship mobility scheme. In 2016, the ECF STEP team renewed the programme guidelines as part of the wider ECF strategic planning – making it even more geographically open and focusing on communities and more environmentally sustainable ways of travelling.

"I'm sure that I've changed my vision about Western Sahara and maybe the Sahrawi changed somehow their vision of Europe. The easiest thing when you work in another country, another culture or even another reality is to stay in the superficial layer and find differences, but my real job there was to find similarities."

María Alcaide (24) travelled from Barcelona to the Sahrawi refugee camps in Algeria.

ECF's STEP travel grants have supported more than 2,500 people travelling across 59 countries since 2003.

STEP travel grants: directions



R&D grants

Across Europe, we have seen citizens and communities developing alternative and participatory democratic practices. This new paradigm is based on a belief that we are striving towards societies with greater equality, sustainability and solidarity.

Following the **Build the City** Idea Camp in 2015, [p.49](#) ECF invested seed money in some of our inspirational Idea Makers through Research & Development (R&D) grants, which were implemented in 2016. The idea was to help turn great ideas into practices that offer a response to the urgent challenges facing European society.

The 25 granted ideas all involved communities and culture in shaping, governing and re-inventing our living spaces – applying the principles and ethics of the commons to the transformation of the city, its communities and its economy.

The 2016 grant period was a highly positive experience. Our 25 R&D grantees reported that they had built their confidence in social innovation development and increased their capacity for meaningful networking. They have become ambassadors for ECF in their work.

A high level of cross-sectoral collaboration, novel ways of bringing groups of citizens together and admirable agility were present in all the grantees' work, especially for those working in changing political environments. As well as collaborating with each other and with the wider ECF network, grantees have also been working towards financial sustainability through self-initiated crowdfunding campaigns and other forms of fundraising.

As well as taking part in events at the Pakhuis de Zwijger as part of the New Democracy debate series during the Dutch Presidency of the EU Council [p.19](#), grantees were also invited to apply for a residency at Subtopia in Sweden (one of ECF's partner hubs) and with the ECF Princess Margriet Award for Culture laureate MediaLab Prado. These 2016 residencies were initiated by ECF and our partners as a way to deepen collaboration and learning, both for the local communities and for the grantees themselves. Some of these grantees shared their insights through an ECF Instagram take-over. [instagram.com/europeanculturalfoundation](https://www.instagram.com/europeanculturalfoundation)



The 25 R&D grantees

Here are some examples of the impact of our **R&D grants** in 2016:

Space – citizen involvement in urban planning and creating local infrastructure

Exploring the possibility of revitalising abandoned spaces through arts in the neighbourhoods of her hometown of Cairo was central to **Reem Khedr** and her organisation, **Mahatat for Contemporary Art**. Her project led to several artistic activities with a high level of community involvement and a publication of a toolkit with practical information for citizen collectives and individuals.

Belonging – strengthening community relations, feelings of safety, inclusion and local identity

Creating more inclusive communities and sustainable cities through social cooperation and active participation with culture at its heart was realised through several R&D projects.

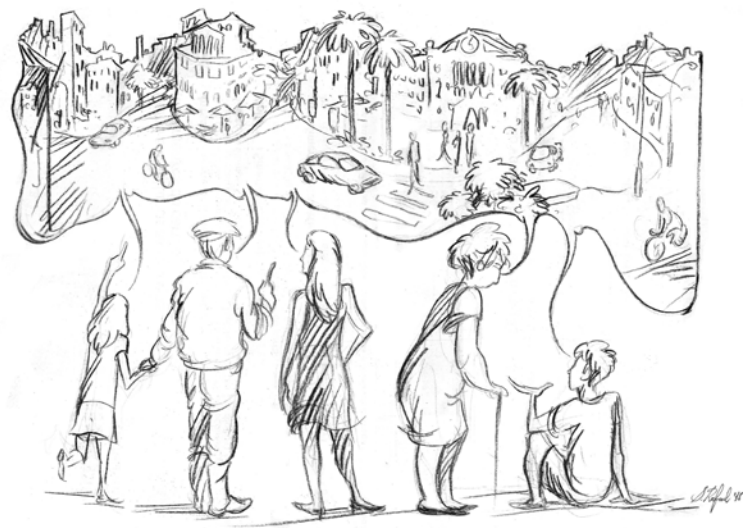
One of them was Ana Gonçalves' intergenerational project, **The Ageless City**, which focused on bringing together younger and older residents of ethnically diverse communities in two European cities, Lisbon and Cardiff.

Resources – new economic models based on greater solidarity, sustainability and equality

As a response to the European-wide housing crisis, **Bea Varnai** from the French-Swiss collective **urbaMonde** mapped community housing initiatives across Europe and facilitated knowledge exchange between them by developing a Digital Social Platform.

Learning – furthering open data, citizen media and new networks for education

Informal networks for learning and open knowledge platforms and services are at the core of the commons. In Marseille, **Federico Brivio's QX1-Migrant Community** docking pilot project focused on helping migrants to deal with complex bureaucracy via a participatory information-sharing platform in multiple languages.



The Ageless City. Visual © Sérgio Rafael

Balkans Arts and Culture Fund

The Balkans Arts and Culture Fund (BAC) [↗www.balkansartsandculture.fund](http://www.balkansartsandculture.fund) grew out of ECF's previous grant-making experience through the Balkans Incentive Fund for Culture (BIFC) and has been a partnership between the Swiss Agency for Development and Cooperation (SDC), ECF and the regionally-based organisation, art4angle, which was entrusted with the daily management of the fund.

Launched in 2013, BAC aimed to promote the independent cultural scene in the Western Balkans by providing support to socially relevant projects in the field of culture and arts, and by encouraging the participation and capacity building of cultural workers.

In January 2016, SDC and ECF commissioned an external review looking at the main results of the BAC. The goal was to provide recommendations for decision-making on the future orientation of the programme, which was due to conclude its three-year pilot phase at the end of 2016.

At the same time, an audit carried out by SDC revealed shortcomings in the daily management of the fund. Given these challenges, ECF decided to take back the management of the fund by July 2016 to ensure its grantees could finalise their projects. Although the pilot BAC programme was due to end in 2016, it is fair to say none of the involved organisations had expected this sudden development. Sadly, art4angle had to close down in September 2016 and, by extension, ECF could no longer comply fully with its contractual obligations towards the SDC.

This was an unfortunate series of events. However, as a learning organisation, ECF is determined to take away important lessons from this experience. Although we intend to continue exploring possibilities for collaborating with local or regional implementation partners, we are aware that more monitoring and assistance is needed on a regular basis.

Stories of change: STEP in action

“The mobility grant has opened a huge opportunity for me, being able to start such a life-changing project that can truly contribute to one of the main issues occurring in the EU. This grant empowered me to contribute to social change.”

Rehab Eldalil (27) travelled from Egypt to the Netherlands to empower migrants to use their stories as inspirational tools to help create a more inclusive future. She was hosted by the Haarlem-based organisation Pocket Stories.

Discover the World was a storytelling journey for 30 people with a connection to migration living in the Netherlands. Rehab Eldalil from Egypt wanted to empower migrants to use their stories as inspirational tools to orient our world towards a more inclusive future.

The project guided participants through their personal experiences to become storytelling change-makers in their local communities. The goal was to create a new generation of storytellers in the Netherlands who would use their stories to inspire their communities. Participants engaged in personal coaching and storytelling training to increase their confidence and skills to take action in their local communities. The results were published in a photo book.

The *Discover the World* journey finished with a public storytelling and exhibition event where the storytellers graduated and presented their stories and photo books to their communities and the public. Once this pilot project finished, the next stage of the journey was due to take place in Cairo, Egypt.

You can read about lots of inspiring initiatives from STEP travel grantees at www.ecflabs.org/lab/on-travel and read more stories like Rehab's at www.steptravelgrants.eu



STEP travel grants project Discover the World. Photo © Rehab Eldalil / Pocket Stories



STEP travel grants project Discover the World. Photo © Rehab Eldalil / Pocket Stories



STEP travel grants project Discover the World. Photo © Rehab Eldalil / Pocket Stories





Connect

ECF connects and convenes change-makers,
facilitating collective action for Europe.

1.4 Connected Action for the Commons

Across Europe, new forms of cultural cooperation are emerging. Citizens and communities are developing alternative and participatory democratic practices. This specific act of ‘commoning’ as a collective venture of co-development and co-government of everything we hold in common is dramatically changing the way we look at our societies. At the same time, the emergence of ‘the commons’ as an alternative value system is challenging the duopoly of state and market. This new paradigm is based on a belief in societies with greater equality, sustainability and solidarity, which is in line with ECF’s vision and mission.

ECF believes that culture can and does play a vital role in many of these movements. Acting as a stimulus for development, new values are being shared and ‘tested’ through cultural practices. Cultural and immaterial goods are being produced and distributed through commons-based approaches and affect different strands of society (social, economic and environmental).

Connected Action for the Commons (CAftC) [↗ culturalfoundation.eu/connected-action/](http://culturalfoundation.eu/connected-action/) is a network and action-research programme initiated in 2013 by ECF together with six cultural organisations from across Europe: Culture 2 Commons – incorporating Alliance Operation City, [↗ www.operacijagrad.net](http://www.operacijagrad.net) Clubture Network and Right to the City [↗ www.clubture.org](http://www.clubture.org) – (Croatia); Les Têtes de l’Art [↗ www.lestetesdelart.fr](http://www.lestetesdelart.fr) (France); Krytyka Polityczna [↗ www.politicalcritique.org](http://www.politicalcritique.org) (Poland); Oberliht [↗ www.oberliht.com](http://www.oberliht.com) (Moldova); Platoniq [↗ www.platoniq.net](http://www.platoniq.net) – Goteo [↗ www.goteo.org](http://www.goteo.org) (Spain); and Subtopia [↗ www.subtopia.se](http://www.subtopia.se) (Sweden).

The network co-develops and exchanges expertise and engages local communities in the work it is doing. The aim is to scale up activities to a European level, in order to connect policy and practice, to influence public opinion and to become part of a pan-European community of practice. ECF’s position is to be both part of the programme – in terms of content development, positioning and financial support – as well as being the catalyst to a network that will be sustainable after the programme period (which ends in May 2017).

Leaving a lasting legacy

As members of the network entered the final period of the programme, after three years of working together in a very positive, intensive, creative and mostly process-oriented way, 2016 was a chance to ‘harvest’ the network’s outputs and to amplify them in order for them to gain more visibility, both on a public as well as a policy level (see Impact section below). ↘ p.46

Highlighting the achievements and the legacy of the network in 2016 was also important for feeding into the evaluation of this ‘networked’ way of working and assessing its impact. Consequently, 2016 has been crucial in researching how the sustainability of the network can be assured beyond ECF’s (financial) support, and to what extent and how the network can be embedded into ECF’s next four-year Strategic Plan.

Areas of work

In 2016, the network focused on three main areas of work:

Open institutions – Developing new types of institutions, as well as developing new types of governance of the existing ones, inclusive and opened for participation of different social actors, directed towards strengthening democracy and the role of citizens.

Inclusive citizenship – Exploring possible innovative or alternative ways, areas, methodologies to empower citizens, build engagement, motivate social movements but also to translate their efforts and capacities into social change.

Public infrastructure – Thinking and acting to maintain and create a durable public infrastructure (platforms, tools, institutions, devices, both on- and offline) that will nurture the commons.

Impact

Connected Action for the Commons had a significant impact on three different levels:

1. Impact on hub network

The network has grown into a (self-)empowered network that promotes new tools for democratic engagement through culture.

Evidence:

The hubs decided to develop a **shared workplan** for 2016-2017, which demonstrates their synergy within the CAftC programme. All hubs expanded their European networks as well as their impact at a local, regional and national level through their involvement in the programme. They also gained access to more funding opportunities, because of collaborations within those networks. Broader impact with local, regional and national government frameworks has raised the profile and collaboration of all the hubs.

Five of the hubs participated in the **Seville Activist Encounter**, which gave input for the development of a participatory fund and platform. The hubs were also closely involved in the **Commons Assembly** at the European Parliament, which brought together around 100 “commoners”. www.europeancommonsassembly.eu The statement *Culture and the Commons* by members of Connected Action for the Commons was launched at the Assembly to urge European decision-makers to embed culture as an important perspective and practice contributing to the commons in their policy deliberations. www.culturalfoundation.eu/library/statement-culture-and-the-commons Some hubs participated in specific events, such as Krytyka Polityczna’s participation in the **Read My World Festival** in Amsterdam, and Les Têtes de l’Art’s participation, together with ECF, at the **Soul for Europe** conference in Berlin.

Last but not least, the hubs came together with ECF to prepare the **Idea Camp 2017** (see What is the Idea Camp [p.49](#)). Working groups consisting of both hub members and ECF’s team were formed to determine the theme of the Idea Camp; to set up a fundraising plan; to design the Call for Ideas; the dissemination strategy of the call (with particular attention to reaching out to groups that were not represented in former editions of the Idea Camp); the programme of the event; the policy and advocacy threads; the visualisation and evaluation of the event, etc. This resulted in a very successful process for developing the 2017 edition, for which we were delighted to receive more than 600 applications from across Europe and neighbouring countries.



EUROPEAN
CULTURAL
FOUNDATION

CULTURE 21 COMMONS • LES TÊTES DE L'ART • OBERLIN
CROATIA - ZAGREB • FRANCE - MARSEILLE • MOLDOVA - CHIȘINĂU
PLATONIQ • KRYTYKA POLITYCZNA • SUBTOPIA
SPAIN - BARCELONA • POLAND - WARSAW • SWEDEN - STOCKHOLM

IdeaCamp

connected action for public space

www.ideacamp.fr
23-25
OCTOBER
MARSEILLE, VILLA MEDITERRANÉE



LES TÊTES DE L'ART
médiation artistique



Idea Camp 2014. Photo © Cédric Moulard

2. Impact on stakeholders

Stakeholders of the network become part of a pan-European public cultural space that is focusing beyond local and specific topics, and tries to bring structural changes for democratic engagement through culture.

Evidence:

It was not only the hubs that gained access to more international networks; this was also the case for their local communities and the R&D grantees, who were selected following Idea Camps in 2014 and 2015. For example, local partners of Subtopia and Culture 2 Commons joined the project *Displaced in Media*, ↘ p.51 together with some of ECF's R&D grantees.

Five selected R&D grantees enjoyed residencies with Klump, the incubator of our CAftC hub Subtopia in Sweden, as well as with PMA laureate Medialab Prado in Spain (see Grants ↘ p.36).

Together with our Polish hub, ECF launched the CAftC web space on Krytyka Polityczna's subsite ↗ www.politicalcritique.org/connected-action to create a central space for stories and updates from the network and its stakeholders.

In 2015, ECF entered into a partnership with eurozine.com. This resulted in the publication of a focal point in 2016 focusing on 'the commons' ↗ www.eurozine.com/focal-points/culture-and-the-commons as well as our participation in the conference *Mobilizing for the Commons*, 10th Solidarity Conference in Gdansk, Poland. Both the focal point and the conference featured many of the network's stakeholders.

3. Impact on ECF

ECF is becoming a leading learning foundation.

Evidence:

ECF staff have been closely involved with the process of building the network and their main task has been managing and extracting knowledge related to the work of the hubs and the context in which it happens. This has resulted in a deep insight into the state of Europe and processes within local communities. Furthermore, many links have been made with ECF's other programmes and activities.

The core CAftC team worked in cross-departmental clusters with ECF colleagues from Knowledge Management, Advocacy, Research & Development, Communications and Grants in order to increase the impact of internal learning and development processes. An example of this collaboration is the evaluation of the Idea Camp 2015, which was carried out by our R&D department. This evaluation helped shape the development of the 2017 Idea Camp and was considered invaluable by the programme team.

Finally, an important element to contribute to the programme's visualisation and learning has been the development of a pilot visualisation tool that allows us to picture ECF's network and impact.

↘ p.24



What is the Idea Camp?

ECF's Idea Camp is a three-day collaborative working platform organised within the framework of *Connected Action for the Commons*. It brings together 50 Idea Makers as a catalyst for developing and co-creating innovative ideas.

- The **Idea Camp 2014** took place in Marseille, France and focused on the topic *Connected Action for Public Space*.
www.culturalfoundation.eu/idea-camp-2014
- The **Idea Camp 2015** took place in Botkyrka, Sweden under the theme *Build the City*, applying the principles and ethics of the commons. www.culturalfoundation.eu/idea-camp-2015
- In 2016, we were busy preparing for the **Idea Camp 2017**, which took place in Madrid in March 2017 and focused on the theme *Moving Communities*. www.culturalfoundation.eu/idea-camp-2017

Presentation of the Ideas on Wheels sessions at the Idea Camp 2015 in Botkyrka, Sweden. Photo © Julio Albarrán

1.5 Doc Next

ECF firmly believes that a democratic Europe with an inclusive public sphere requires an inclusive and democratic media; which is why we wanted to offer a platform for a diverse range of voices and opinions. In 2010, we launched the Doc Next Network. [↗ www.docnextnetwork.org/](http://www.docnextnetwork.org/) We believe that young people need to be media-skilled and media-critical to be able to represent another, alternative imagery of what living in Europe means. This in turn will help to build European citizenship.

With this in mind, Doc Next has brought together a network of cultural organisations that engage with media-makers, activists, researchers, programmers, educators and innovators – MODE Istanbul (Istanbul), [↗ www.modeistanbul.org/](http://www.modeistanbul.org/) ZEMOS98 (Seville), [↗ www.zemos98.org](http://www.zemos98.org) BFI Future Film (London) [↗ www.bfi.org.uk/](http://www.bfi.org.uk/) and Association of Creative Initiatives “e” (Warsaw). [↗ www.e.org.pl/](http://www.e.org.pl/) What started as local activities of four organisations has now transformed into one European methodology and practice, striving for social justice and inclusive public opinion.

In line with ECF’s strategic focus on culture, communities and democracy during 2013-2016, Doc Next achievements over the past few years include: 1) an engaged community; 2) a ‘commons’ media archive; and 3) a shared methodology.

1. Doc Next contributes to and engages others in the investigation and discussion of media in our societies. Festivals, seminars and meetings aim to share and connect sources of knowledge beyond borders and include different local perspectives: on D-I-Y culture in media as a tool for progress and self-representation; on trends in the contemporary creative media landscape; on how our practice in and ideas on non-formal, non-institutional – or, as we call it, ‘expanded education’ – are being further developed.
2. Doc Next holds an ever-growing collection of 500+ alternative media created by citizens, artists, enthusiasts and civil society groups from across Europe. This archive includes short films, remixes, mixed media, music videos, social commentaries, animations and artworks that document Europe’s most pressing social issues.
3. Doc Next focuses on creating space in locally rooted but internationally linked Media Labs where young creators develop media craftsmanship and media criticism. These Media Labs are safe spaces where people with different cultural backgrounds and media skills can share, learn and critique – a space where creation goes hand in hand with reflection.

Highlights of 2016:

In November, we launched **Displaced in Media** – a strategic partnership to support the participation of young refugees in the public sphere through the media. Together with our hubs – Fanzingo, www.subtopia.se/fanzingo Kurziv, Les Têtes de l'Art, www.lestetesdelart.fr MODE Istanbul, www.modeistanbul.org/ BFI Future Film, www.bfi.org.uk/ ZEMOS98, www.zemos98.org Creative Initiatives “e” www.e.org.pl and We Are Here <http://wijzijnhier.org> – we met in Warsaw to start building a community of practice in Europe. *This initiative is supported by the Erasmus+ Programme of the European Commission.*

- **Seville Activists Encounter** brought together 30 activists in December to deliver input for the development of a participatory platform and fund.
- Doc Next media was screened, performed and debated on several occasions across Europe, including at the cultural programme of the **Dutch Presidency of the EU Council**. [p.19](#)

Find out more at www.culturalfoundation.eu/docnextnetwork



Seville Activists Encounter. Photo © Gema Valencia / ZEMOS98

1.6 Tandem Cultural Collaboration Programme

“At a time of growing tension between states, groups and people, when culture is abused as a mark of distinction or a cause for hostility, Tandem defends the creative value of dialogue and cooperation.”

François Matarasso, external evaluator, Tandem

→ www.tinyurl.com/ybjz76ke

Tandem → www.culturalfoundation.eu/tandem is a cultural collaboration programme that strengthens civil society in Europe and neighbouring regions by connecting cultural managers across Europe and beyond. From Berlin to Beirut, the programme supports knowledge development for cultural managers and their organisations, as well as creating international networking opportunities.

Launched in 2011 and developed as part of ECF’s European Neighbourhood programme, over the past five years *Tandem* has brought together around 400 independent cultural organisations and supported the professional development of more than 320 cultural managers from 160 cities and 35 countries in wider Europe.

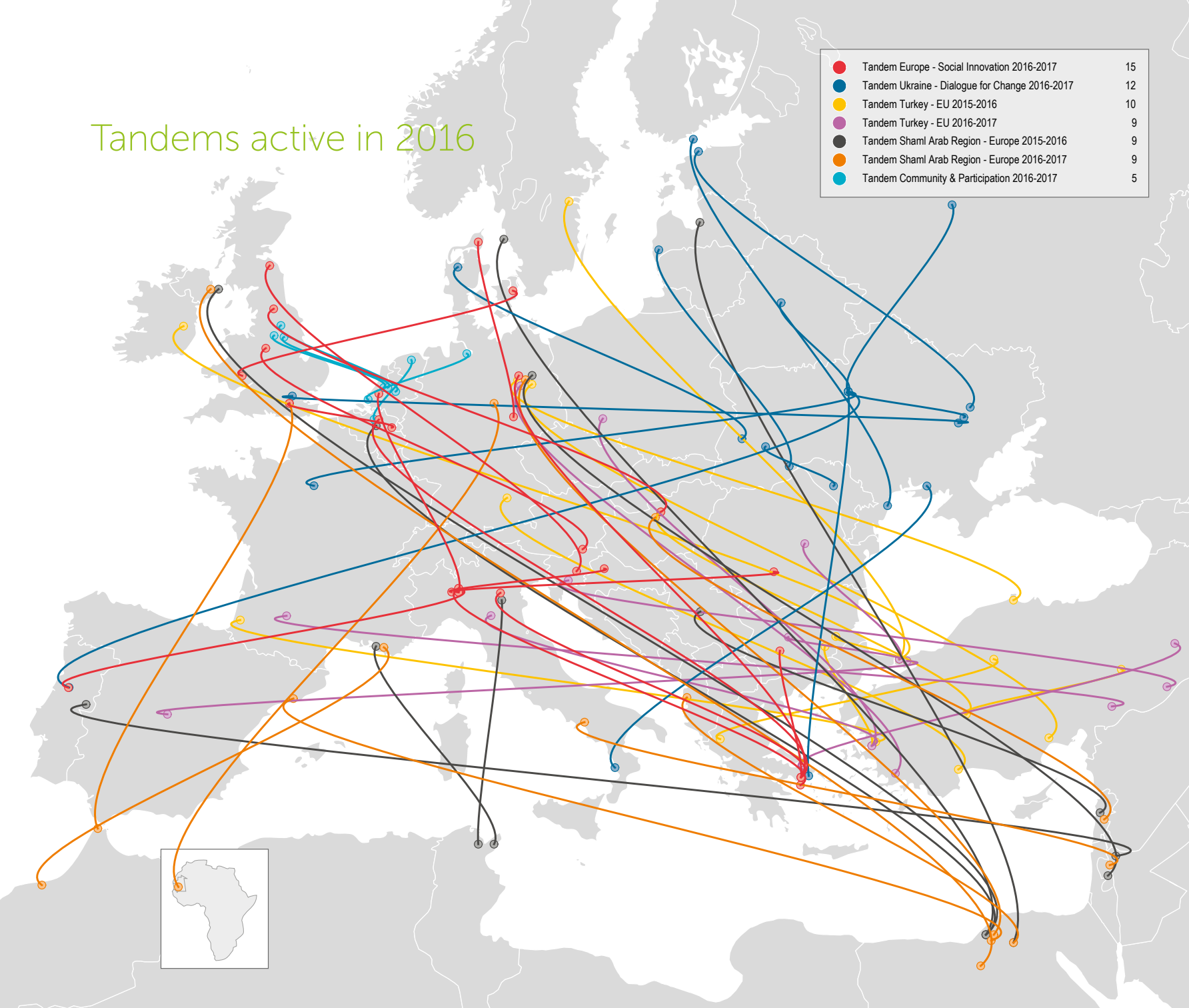
ECF works hand in hand with our core partner **MitOst** → www.mitost.org (Berlin) on the concept development and design methodology to fundraising and the implementation and evaluation of the *Tandem* programme.

In 2016, there were **five** different *Tandem* programmes running in their various editions, with a total of **69 Tandems**:

- **Tandem Europe – Social Innovation:** with 15 Tandems working together throughout the year in the first round of this EU-focused programme strand.
- **Tandem Shaml Arab Region – Europe:** with nine Tandems wrapping up their collaboration within the third round and nine new Tandems starting to work together in round four after the Partner Forum in Amman, Jordan.
- **Tandem Turkey – EU:** with ten Tandems wrapping up their collaboration within round three and nine new Tandems starting to work together in round four following the Partner Forum in Izmir, Turkey.
- **Tandem Ukraine – Dialogue for Change:** with 12 Tandems continuing their work together within the third round of this programme strand.
- **Tandem Community & Participation:** with five Tandems with participants from the Netherlands, Germany, Belgium and the UK kicking off their collaboration in this third programme round.

Tandems active in 2016

● Tandem Europe - Social Innovation 2016-2017	15
● Tandem Ukraine - Dialogue for Change 2016-2017	12
● Tandem Turkey - EU 2015-2016	10
● Tandem Turkey - EU 2016-2017	9
● Tandem Shaml Arab Region - Europe 2015-2016	9
● Tandem Shaml Arab Region - Europe 2016-2017	9
● Tandem Community & Participation 2016-2017	5



Highlights of 2016:

- On 3 September 2016, *Tandem* celebrated the first five years of the programme during its very **first Tandem Network Meeting**, at Colonia Nova in Berlin. More than 150 people joined in, including *Tandem* alumni, current participants, partners and members of the ECF team.
- We took this five-year anniversary as an opportunity to **commission writer and researcher François Matarasso** to closely look at this work. In his comprehensive essay, Matarasso uses examples of activities brought to life by *Tandem* participants, illustrating – and also reflecting on – the impact of the programme on participating organisations and individuals. ➤ www.tinyurl.com/ybrx4rj7
- After nine months of hard work, the **new website** was launched in 2016, together with a **new communications strategy and visual identity**, with the goal of being a platform for *Tandem* by *Tandem*. ➤ www.tandemforculture.org

All of ECF's *Tandem* programmes are delivered 'in tandem' with highly specialised project and facilitator teams at **MitOst** and our local partners **Anadolu Kültür** (Istanbul) and **Al Mawred Al Thaqafi – Culture Resource** (Beirut).

In 2016, *Tandem* built on continued partnerships from: **Stiftung Mercator; Robert Bosch Stiftung; German Federal Foreign Office; British Council; Fonds voor Cultuurparticipatie; Stichting Doen; Mimeta; Fondazione Cariplo** and the **Stavros Niarchos Foundation**.

For more details ➤ www.culturalfoundation.eu/tandem

“Through Tandem it was clear to me that arts and culture is a powerful tool for building capacity and democracy.”

Julie Ward, British MEP and Tandem participant

→ www.tinyurl.com/yaywlq9s



Tandem Shaml 2016 - 2017 KickOff Meeting Marseille. Photo © Constanze Flamme / MitOst

Stories of change: Tandem collaboration

SOKAK: a project on diversity and curiosity

Junaid Sareddeen (Zoukak Theatre Company & Cultural Association, Beirut) [↗ www.zoukak.org](http://www.zoukak.org) and Lola Joksimović (Center for Cultural decontamination, Belgrade) [↗ www.czkd.org](http://www.czkd.org) have been working together through the Tandem Shaml collaboration. They have been focusing on the project Gilgamesh and the quest for immortality, [↗ tinyurl.com/y8jvl925](http://tinyurl.com/y8jvl925) which deals with issues such as migration and integration of different communities.

“We, Europeans, are supposed to look at Europe through the eyes of those who travel to it, so they can remind us of the values that we have forgotten, but most of all, the solidarity of its citizens,”

says Lola Joksimović.

→ www.tinyurl.com/ydansj7r

“The issues around migration – the suspended lives of the people who have no choice, the abuse and the suffering – won’t change right away just because a couple of artists in Serbia and Lebanon worked on a project together. But that is not their responsibility.

Culture and art help us feel and think differently about circumstances, about our own attitudes and personal experiences. It motivates us to make different choices in the future, without telling us what the difference should be. It brings us friendship, ideas, resources and creativity, and they feed each other, giving us tools to better understand and express these many issues.

Strong statements which bring the voice back to these traumatised people overpower the words of fear and hate through which political tensions and manipulations are developed.

The integration of two communities, ‘ours’ and that of ‘the migrants’, is a two-way street. Participatory art presents opportunities to create social cohesion, based on the assumption that social groups within a society fragmented by politics of identities made through nationality, religion and language, may build relations through gradual emancipation of the differences built through solidarity, in a mutual social struggle for development and a better everyday life.

These questions and concerns stand at the core of ‘Sokak – A project about difference and curiosity’. The project most recently involved a workshop ‘Cultural faces of the Balkans – Transfigurations’, led by Junaid Sareddeen from Zoukak Theatre Company and hosted by the Center for cultural decontamination over the course of five days, including 30 participants from Afghanistan, Austria, Syria, Bosnia and Herzegovina, Iran and Serbia.”



Junaid Sarieddeen and Lola Joksimović. Photo © Vladislav Andrejević



Sokak – a project on diversity and curiosity. Photo © Vladislav Andrejević



Sokak – a project on diversity and curiosity. Photo © Vladislav Andrejević



Communicate

ECF communicates: keeping culture at the heart of European public debate and decision-making through awards, celebration and advocacy actions.

1.7 Events: ECF Princess Margriet Award for Culture and EFC Annual General Assembly

ECF Princess Margriet Award for Culture

For the first time this year, we brought the **ECF Princess Margriet Award for Culture (PMA)** ↗ www.culturalfoundation.eu/pma to Amsterdam to coincide with the Dutch Presidency of the EU Council.

The PMA is an annual award to acknowledge and enhance those whose creative work can truly make a difference to Europe's societies, underlining ECF's belief that artistic and cultural engagement is at the core of social and political change.

The 2016 PMA laureates were the Madrid-based citizen laboratory for digital culture **MediaLab Prado** ↗ www.medialab-prado.es and the socially engaged Hungarian theatre collective **KrétaKör**. ↗ www.kretakor.eu The international jury ↘ p.83 chose these two laureates for their exceptional bodies of artistic and cultural work in developing critical spaces of social participation and political experimentation through culture. Both laureates were honoured during a ceremony at the Stadsschouwburg, Amsterdam that brought together an international audience of 550 people from the cultural, political and corporate sector.

A follow up survey of attendees found that the majority of the participants had a truly positive experience. They valued the award ceremony as an opportunity to appreciate the work of the laureates and the atmosphere of the venue, as well as having a chance to network with others in the sector.

“The award has a potential for promoting broader social transformation actions and to contribute to political change.”

Boyana Cvejic, PMA Jury member



Princess Margriet Award for Culture 2016 ceremony. Photo © Xander Remkes

European Foundation Centre's General Annual Assembly

ECF was chair of the host committee of the annual **27th European Foundation Centre's Annual General Assembly and Conference**, [↗ www.efc.be/aga/2016-amsterdam](http://www.efc.be/aga/2016-amsterdam) which took place in Amsterdam in May, gathering 750 people. ECF and the 15 other co-hosting Dutch foundations saw this as a key opportunity to frame the specific experiences and expertise in the Netherlands in an international context and to raise the profile of Dutch philanthropy.

The overall theme of the conference was *Imagining and Investing in our Future*, with the aim of:

- addressing the most urgent social issues of today and tomorrow
- exploring the opportunities that new models, actors and technologies offer for finding solutions
- clarifying where foundations can act and how they can prepare for the future.

Inspirational keynote speakers included BBC International Correspondent **Lyse Doucet** and **ECF President HRH Princess Laurentien of the Netherlands**, who told attendees that philanthropy's main challenge today is to bring the outside world in and listen carefully to what is needed. Her message was that a foundation should take an approach to grantees that says, *"It's not about what I want, it's about what you need"*.

Ruby Johnson, Co-Director of FRIDA – the Young Feminist Fund – described her foundation's process of participatory grant-making, which puts the power of deciding who receives grants into the hands of the grant applicants themselves – inspiring ECF's desire to embark in participatory partnerships.

You can find out more about ECF's lively events programme on our website. [↗ www.culturalfoundation.eu/events/](http://www.culturalfoundation.eu/events/)



The European Foundation Centre's Annual General Assembly and Conference, Amsterdam.

Photo © Maarten van Haaff

1.8 Publications

ECF's publications are a sustainable way of sharing content and managing knowledge that has been gleaned over the years through our own activities and those of our partners. Having published many books (both online and offline) over the years, in 2016 we focused on consolidating and sharing our knowledge by expanding and organising our Online Library.

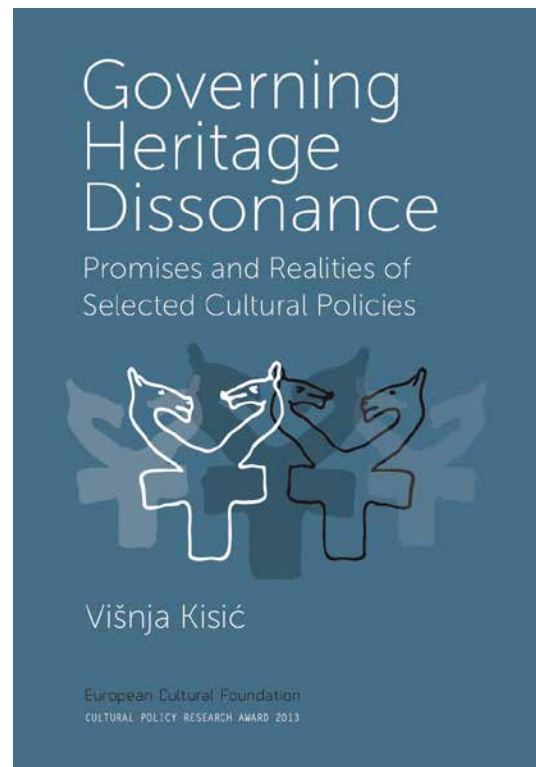
ECF's Library offers a rich source of materials – from books, reports, articles & essays to videos, comics, audio material to press releases, project archives, news items and media coverage.

Browse ECF's Library on our website. ➔ www.culturalfoundation.eu/library-overview/

“Kisić offers invaluable insights in the benefits and flaws of international development aid and transitional justice actions in post-conflict areas, making a strong case for the crucial role of culture and heritage in overcoming symbolic violence and creating understanding of ‘the other’.”

Sneška Quaadvlieg Mihajlović, Secretary General, Europa Nostra

→ www.tinyurl.com/y762h6g9



Highlights of 2016

Books

Published by ECF:

Kisić, V. (2016) *Governing Heritage Dissonance: Promises and Realities of Selected Cultural Policies*. ECF: Amsterdam.

➤ www.culturalfoundation.eu/library/cpra-2013

See the R&D section for more information. ➤ p.22

Supported by ECF:

Segers, M. and Albrecht, Y. (eds) (2016) *Re:Thinking Europe. Thoughts on Europe: Past, Present and Future*. Amsterdam University Press:

Amsterdam. ➤ www.culturalfoundation.eu/library/rethinking-europe

In the framework of to the European Culture Forum (1-3 June), we supported our partners De Balie and DutchCulture in publishing this anthology of essays by a host of prominent and influential thinkers including political scientist and previous ECF advisor Ivan Krastev and historian Philipp Blom.

Research papers, surveys and reports

Published by ECF:

Cremer, M. et al. (2016) *Build the City: Towards a Practice-Based Manifesto*. ECF: Amsterdam. ➤ www.culturalfoundation.eu/library/build-the-city-manifesto

This practice-based manifesto was launched during our *Co-Creating the City* event at the Pakhuis de Zwijger in February 2016.

Cremer, M. and Mullenger, N. (eds) (2016) *Build the City: How people are changing their cities*. ECF: Amsterdam.

➤ www.culturalfoundation.eu/library/build-the-city-magazine ECF initiated the *Build the City* magazine to highlight innovative civil-public partnerships in broader Europe that have solved urban challenges. The 26 practices highlighted in this publication are civil-public partnerships based on principles of the commons p.X.

Cremer, M. and Mullenger, N. (eds) (2016) *Culture and the Commons: Statement by members of Connected Action for the Commons*. ECF: Amsterdam. ➤ www.culturalfoundation.eu/library/statement-culture-and-the-commons

This statement was written for the attention of the European Parliament's Intergroup Common Goods and Public Services and EU decision-makers.

Stories of change: Featured People

Our Featured People [↗ www.culturalfoundation.eu/featured-people/](http://www.culturalfoundation.eu/featured-people/) series, now in its third year, zooms in on people within ECF's network: our partners, grantees, colleagues and programme participants. The in-depth interviews on our website highlight to our audiences the diverse range of people we work with across wider Europe, showcasing their vision of what it means to work with culture to build a more open, diverse and democratic Europe.

As part of our series, ECF highlighted cultural policy research and activism in the Middle East and North Africa (MENA) region in 2016 and early 2017. Through a number of insightful interviews, ECF introduced cultural policy researchers and activists who have contributed to the *World CP* – International Cultural Policy Database. [↗ www.worldcp.org/index.php](http://www.worldcp.org/index.php)

For the first interview in the series, we talked to playwright and cultural activist Abdullah Al-Kafri [↗ www.tinyurl.com/y9kloxw](http://www.tinyurl.com/y9kloxw) (Syria), Executive Director of Ettijahat – Independent Culture, [↗ www.ettijahat.org](http://www.ettijahat.org) about his organisation's work and the challenges it faces in these turbulent times for the region. Ettijahat, together with Culture Resource (Al Mawred Al Thaqafy), works on the ECF-funded Arab contributions to the World CP.

Here's an excerpt:

Abdullah, can you please tell us more about the work of Ettijahat?

“The idea for Ettijahat first arose in 2010, when we as founders noted the disconnection between the Syrian cultural sector and wider society. Cultural work, particularly ‘independent’ cultural work, was isolated from its community – an isolation that limited the role of creative work, and reduced the ability of professionals in the field to interact with their audience. Moreover, Syria was not a production-friendly environment, with creative control and cultural authority residing overwhelmingly with the government, and few frameworks in place to address this lack of independent culture. Thus in late 2011, we founded Ettijahat with the goal of providing innovative long-term frameworks that respond to Syrian cultural needs. We want to allow Syrians to independently use their innate creative energy.

Today, Ettijahat conducts its work based on three primary goals: to support established and budding young artists in producing their work; to improve the general environment for Syrian cultural and artistic work; and to integrate cultural work with social change initiatives. We seek to do this through providing sustainable frameworks for artistic and cultural work, through programmes of training, grants and research, as well as policy and advocacy work. I'm proud to be working with a young, diverse team of seven wonderful colleagues from Syria, Lebanon and Palestine, who all live in four different countries.

Of course, a significant factor in the evolution of our work has been the events in Syria since 2011, and the spread of a new Syrian diaspora across the region and beyond. During this time, the cultural landscape has undergone profound changes, which have had a serious impact on Syrian artists, requiring us to develop new strategies to help them to work. In light of this, we have expanded our grants to include Syrian artists who have recently sought refuge in Europe, and we have diversified our services in order to strengthen collaboration between those artists and their counterparts in host communities.”

What do you hope to achieve with your work in the long run?

“The area of change we aspire to achieve in this programme is elevating the status of culture in the Arab region, by suggesting mechanisms to change the cultural establishment in Arab countries. We hope thereby to reduce pain and frustration among the region’s population. We recognise that the region faces obstacles that seem impossible to overcome, and that the changes it faces are deep and profound on all levels. In the face of this, strengthening the role of independent cultural actors means contributing to empowering just, open and tolerant societies, and building a creative generation. These principles already exist in the region, but they have been continuously suppressed and besieged.”

“We are proud of our partnership with ECF, which serves as an important link between the Arab region and Europe... Having been nurtured over many years, this partnership helps to create pressure to support arts and cultural rights, and to reduce restrictive pressure on creative work in the region. It also promotes the concept of cultural rights as a part of civil rights.”

Abdullah Al-Kafri, Executive Director, Ettijahat – Independent Culture

-> www.tinyurl.com/y9kll0xw



Photo © Talal Afifi



Above Zero – Syrian focus in Lebanon performed by Koon Theater Group, organised by Ettijahat – Independent Culture. Photo © Ettijahat – Independent Culture



The Create Syria Showcase panel discussions. Photo © Ettijahat – Independent Culture



Operations

The background is a solid blue color with a complex, abstract pattern. On the left side, there is a stylized globe composed of a grid of small dots. Overlaid on the globe and extending across the entire page is a network of thin, light blue lines connecting various points. These points are represented by small circles in different shades of blue and green. Additionally, there are several concentric circular patterns, some consisting of larger, darker blue circles, and others of smaller, lighter green circles, creating a sense of depth and complexity.

2.1 Communications and Business Development

The Communications and Business Development team works closely in matrixed teams across ECF and is involved in all our programmatic activities. As well as taking care of corporate and programme communications, relationship management and publishing, ECF's Communications and Business Development team is responsible for:

- strategic partnerships
- ECF events, in particular the annual ECF Princess Margriet Award for Culture
- fund and partnership development
- press and (social) media work.

2016 was a time to focus on the amplification and illumination aspects of our 2013-2016 Strategic Plan, to tell our story with renewed conviction – especially in the light of political and societal division across Europe and beyond.

Strategic partnerships and events

Throughout the year, ECF co-hosted a series of events, together with our partners, in the Netherlands, Brussels and across wider Europe – helping to communicate what ECF stands for, reach new audiences, strengthen relationships and generate media coverage. As we have seen in other parts of this report, [p.19](#) the **Dutch Presidency of the EU Council** provided an important framework for making the work of ECF and our partners more visible in the Netherlands in the first half of 2016. The events mentioned under Advocacy [p.20](#) were developed in close collaboration with the Communications team.

Highlights included the **ECF Princess Margriet Award for Culture** – which we brought to Amsterdam in the framework of the Dutch Presidency of the EU Council, [p.62](#) the organisation of the **European Foundation Centre's Annual General Assembly and Conference** in Amsterdam in May 2016, [p.64](#) as well as supporting the performance of *De Komst van Xia* by renowned Dutch actors' collective Wunderbaum as part of our partnership with the **Holland Festival**. We were also actively involved in a number of debates related to the Ukraine referendum in the Netherlands and we hosted a session on literature and activism on Ukraine/Poland during the **Read My World** festival in Amsterdam in October.



Performance De Komst van Xia, Holland Festival.

Photo © Ada Nieuwendijk

Fund and partnership development

In 2016, we started preparations for our new 2017-2020 Strategic Plan. Fund development is a key area of our organisation. The ambition is that 40% of our income is derived from sources other than the Dutch lotteries by 2020 (25% in 2017 and growing gradually). Our way of working will need to change and evolve accordingly, addressing other sources of income that complement and amplify our existing and expected lottery income and return on investment over the next four years.

Our model will include optimised, more long-term philanthropic partnerships; business tools for service provision; private and/or public partnerships and experimental or alternate tools like crowd- and match-funding. This mixed model of diverse sources of income aims to reflect our hybrid identity of being an organisation that combines grant-making with incubating programme and advocacy work. We plan to embark on this model in 2018.

By the end of 2016, we had secured 24% (or €1,372,135) of our income from sources other than the Prins Bernhard Cultuurfonds. A major part of our fundraised income is represented in multi-year partnerships. All of ECF's fundraising actions undertaken in 2016 were related to our programmes, including *Connected Action for the Commons*, *Tandem Cultural Collaboration Programme* and our research and advocacy activities.

Press

In 2016, we continued our collaboration with renowned netmagazine *Eurozine*, which publishes outstanding articles from its network of more than 80 European cultural journals.

➤ www.eurozine.com/focal-points/culture-and-the-commons/ ↘ p.48

ECF gained a lot of attention in the press and media through the **ECF Princess Margriet Award for Culture**, ↘ p.62 which received more than 50 mentions in both the Netherlands and the countries of the laureates (Hungary and Spain). Articles appeared in high-quality publications and news programmes such as *El Pais* (Spain), *Het Parool* and *NOS* (Netherlands), and *Magyar Narancs* (Hungary).

ECF also gained media coverage through a multitude of collaborations under the umbrella of the EU Presidency, such as *Re-Creating Europe*, the *New Democracy* debate series and theatre performance *In Search of Europe*. In addition, ECF continues to benefit from collaborations with like-minded organisations like the **Holland Festival**, to generate additional media interest. As one of the co-organisers of the EFC conference, we were also responsible for press coverage of that event. ↘ p.64

ECF interviewed former PMA laureate Vasyl Cherepanyn, Director of Visual Culture Research Centre in Kyiv, ➤ www.tinyurl.com/y6wc2ta4 for the Featured People pages of our website. ↘ p.68 We also arranged an interview with Dutch Amnesty International magazine *Wordt vervolgd...* in which he described the view of the Ukrainian people and the urgency to support the freedom of cultural expression in Ukraine.

Social media

ECF is an active user of social media. Our Facebook page www.facebook.com/EuropeanCulturalFoundation is a tool for sharing information and events produced by ourselves and others, but it is also a great tool for following up on events like the Netherlands Ukraine referendum (April 2016) or Brexit. ECF's Facebook page has seen an impressive growth in 'Likes' and has reached 25,000 followers. Partners in our European networks actively approach us to help them share and disseminate content.

We are increasingly using Instagram [instagram.com/europeanculturalfoundation](https://www.instagram.com/europeanculturalfoundation) and Twitter www.twitter.com/ecf_tweets for live reporting from our events. During events such as the PMA or the Idea Camp, Twitter in particular is a good platform for sharing content. Instagram stories has also proved to be a great medium for storytelling on events. Our Instagram take-overs are a popular way for grantees to showcase their work to a wider audience.

ECF has a public archive of image, video and audio content on Flickr www.flickr.com/photos/culturalfoundation/albums, YouTube www.youtube.com/user/TheECFchannel and SoundCloud www.soundcloud.com/ecf_sounds. We have also re-activated the ECF group at LinkedIn www.linkedin.com/company-beta/73953/ for professionals and this also has attracted a fast-growing community.

Content shared via our social media platforms often finds a place on our website and in our ezines, which go out to more than 18,000 subscribers. We are firm believers that social media is not just a tool for communication; it also helps our communities of practice to connect, to share and to reach out to wider Europe. In the 21st century we need to exist as much online as we do offline.

Our followers – in addition to the 18,000 ECF Labs users – in numbers (by June 2017):

Ezine subscribers	18,219
Facebook	24,783
Twitter	7,040
Instagram	1,397
LinkedIn	1,611
Soundcloud	60
YouTube	314

Like ECF at www.facebook.com/EuropeanCulturalFoundation and follow us on Twitter [@ECF_Tweets](https://www.twitter.com/ecf_tweets) and on Instagram [@europeanculturalfoundation](https://www.instagram.com/europeanculturalfoundation)

2.2 General Administration and HR

In 2016, ECF's Operations continued to provide a solid, modern and efficient foundation for our programmes and events to be built upon. We achieved this by offering high-quality Human Resources (HR), Facilities, Administration and IT, while continuing to focus on cost savings and efficiencies across the organisation.

- The **Finance Department** continued to optimise working processes and digital tools. During 2016, an audit performed by the Netherlands tax authorities was finalised successfully, as was an audit for the EFC conference in Amsterdam. [↗ p.64](#)
- **Facilities:** we upgraded our IT hardware and software system to a more modern system, making use of upgrades to existing hardware, where possible. For cost-saving reasons, we decided to postpone an upgrade of the telephone system until 2017.
- Overarching themes for the work of HR and Facilities/IT teams in 2016 were compliance, risk, health, and training and development:
 - Compliance/risk**
 - At the end of 2016, HR & Facilities initiated a **Risk Inventory and Evaluation** – a legal requirement and a health and safety check that needs to be done and kept up to date by all organisations in the Netherlands. Results are expected in 2017 and an action plan will be developed based on the results.
 - In 2016, ECF began to work on a **travel safety policy** for our staff in response to increasing global turbulence. Our policy was developed in conjunction with the Centre for Safety – in collaboration with ECF's HR and programme staff. The policy will be implemented in 2017.
 - The **Centraal Bureau Fondsenwerving (CBF)** gave ECF feedback on its self-assessment. Like many other charities in the Netherlands, and in response to changing legislation, ECF needs to work on a **data protection policy**. In 2016, we took some time to attend information and networking sessions around the topic with Goede Doelen Nederland and other charities. We will follow the CBF-produced guidelines in 2017 to create a policy for ECF.

Human Resources

- **People management training** was implemented with the objectives of looking at management as a discipline across the organisation, giving each individual manager insight into his or her personal style, developing practical skills among our managers, and exploring new ways of working together.
- **Organisational health:** Illness frequency has been a focus for HR policy for some time and will continue to be so as it can be an early indicator of burnout. Frequency of illness in 2016 increased to 2.39 days per person. Our illness percentage has decreased compared to 2015, at 3.97, and is very slightly above the national average according to the Centraal Bureau voor de Statistiek (CBS). However, average duration of illness has also increased, and ECF needs to focus on its long-term and frequent illness when considering employee health measures.
- **Diversity policy:** Together with programme staff, we developed a framework for ECF's diversity strategy, placing diversity and equality as a key driver of our Strategic Plan 2017-2020. We used the ECF staff day 2016 as an opportunity to introduce the topic and explore questions of identity within the organisation.

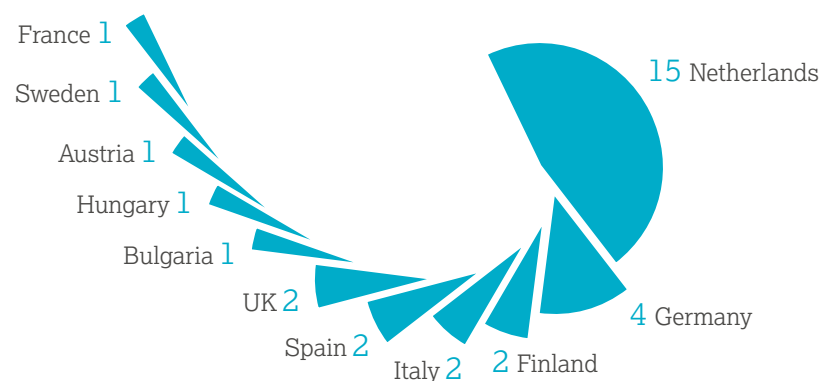
Staff statistics

ECF has an international staff including 11 different nationalities, compared to 13 last year. Sixteen of our staff work on a full-time basis and the same number work on a part-time basis (the full-time equivalent of 28.45 staff). The average age of ECF employees (as of 31 December 2016) was 43.6.

Our turnover rate was 6.25%, approximately half the rate of 2015 (two of our colleagues left in 2016).

Nationality

We measure nationality by passport. However, several members of staff have dual nationality (figures valid as of 31 December 2016).

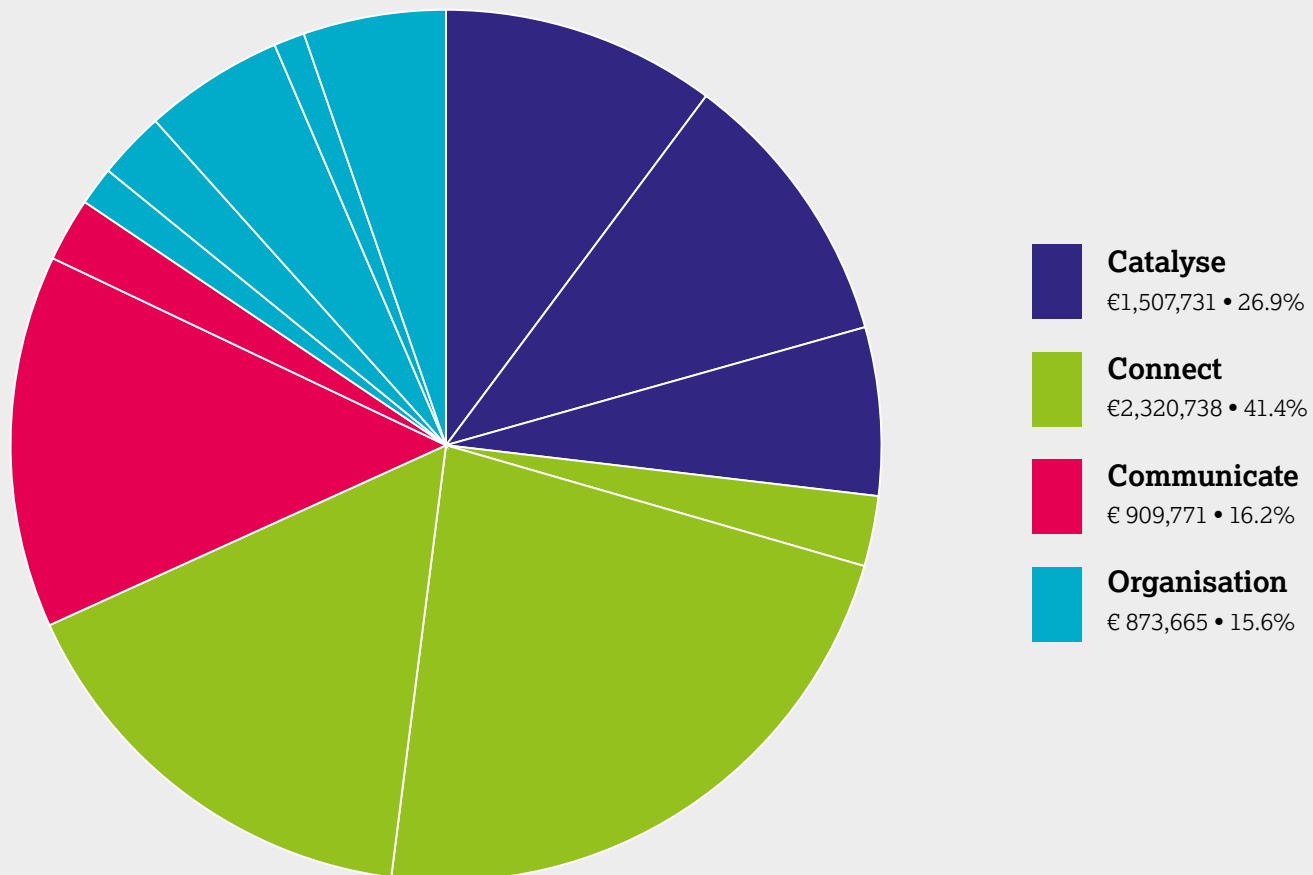


Allocation of Activities

CATALYSE	€	
Grants	571,812	10.2%
Advocacy, R&D	585,807	10.4%
Knowledge Management	350,112	6.2%
	<hr/> 1,507,731	<hr/> 26.9%
CONNECT		
DocNext Observatory	146,430	2.6%
Tandem	1,264,459	22.5%
Connected Action for the Commons	909,848	16.2%
	<hr/> 2,320,738	<hr/> 41.4%
COMMUNICATE		
Events	776,865	13.8%
Publications	132,905	2.4%
	<hr/> 909,771	<hr/> 16.2%
OPERATIONS		
General administration	80,285	1.4%
Governance	140,786	2.5%
Communications	291,263	5.2%
Costs securities	64,236	1.1%
Fund development	297,094	5.3%
	<hr/> 873,665	<hr/> 15.6%
Total	<hr/> 5,611,904	

In 2016, we spent 84.4 % of our budget on our three objectives, and 15.6 % on Overhead Costs.

Total ECF Expenditure by Objective



Supervisory Board and Advisors

ECF makes a clear distinction between management, supervision and execution. While the Director has managerial responsibilities, the Supervisory Board oversees the proper execution of these responsibilities. The carrying out of day-to-day tasks is performed by ECF's employees. The Director is appointed and supervised by the Supervisory Board.

Supervisory Board

The ECF Board is the Foundation's decision-making body and works closely with the management in overseeing how we work to achieve our goals. The Supervisory Board decides on the Foundation's finances and overall strategy.

The Board meets at least twice a year. It consists of a minimum of five and a maximum of 12 members, including a Treasurer, Chair and Deputy Chair. Both the Chair and the Deputy Chair act as the Foundation's two Vice Presidents. The ECF President is an Extraordinary Member of the Board.

Members of the Board are broadly representative of the wider Europe and of the disciplines and fields of activity related to our goals.

President • *HRH Princess Laurentien of the Netherlands*
President of ECF and Extraordinary Member of the Board

Chair • *Görgün Taner*
General Director of the Istanbul Foundation for Culture and Arts (IKSV), Turkey

Deputy Chair • *Rien van Gendt*
Member of the Board of Rockefeller Philanthropy Advisors, New York, Vice President of ECF

Treasurer • *Rob Defares*
(Treasurer since June 2016, succeeding Arent Foch)
Chief Executive Officer, IMC International Marketmakers Combination, The Netherlands

Members

• *Isabel Alçada* – Writer, Counselor to the President of the Republic, former Minister of Education, Portugal • *Mária Hlavajová* – Artistic Director, BAK, Basis voor actuele kunst, The Netherlands • *Nike Jonah* – Creative Producer, United Kingdom • *Joachim Rogall* – Chief Executive Officer, Robert Bosch Stiftung, Germany • *Mats Rolén* – Associate Professor, Former Research Director, Stiftelsen Riksbankens Jubileumsfond, Sweden • *Christophe de Voogd* – Reader and researcher, Institute of Political Studies, France • *Igno van Waesberghe* – Advisor representing Prins Bernhard Cultuurfonds, The Netherlands

External Advisers

ECF has an international network of advisers working closely with the Foundation in deciding on our grants, programmes and other awards.

Jury for ECF Princess Margriet Award for Culture

The ECF Princess Margriet Award for Culture www.culturalfoundation.eu/pma honours former ECF President, HRH Princess Margriet of the Netherlands (ECF President from 1984-2007), and was initiated by ECF in cooperation with the Dutch Ministry of Education, Culture and Science and the Dutch Ministry of Foreign Affairs.

The five members of the international Jury for the 2016 award were:

- *Andreas Broeckmann* – Curator, Leuphana Arts Programme, Lüneburg/Berlin)
- *Bojana Cvejić* – Performance theorist and maker, Brussels/Belgrade
- *Chris Dercon* – Director, Tate Modern, London
- *Juan Freire* – Founding Partner, XTribe, EduCaaS and inViable, Madrid
- *Saskia van Stein* – Director of Bureau Europa, platform for architecture & design, Maastricht

Connected Action for the Commons

The advisors to the *Connected Action for the Commons* programme www.culturalfoundation.eu/connected-action/ help us to select Idea Makers to attend the Idea Camp, select recipients of our R&D grants and give expert input on the development of the programme.

In 2016 the advisors were:

- *Rana Zincir Celal* – Deputy Director at the London School of Economics and Political Science (LSE), London
- *Juan Freire* – Founding Partner, XTribe, EduCaaS and inViable, Madrid
- *René Kubasek* – Consultant to various NGOs, former Director, Czech Centre Bucharest

For a full account of our governance structure, download our updated declaration of responsibility at culturalfoundation.eu/library/annual-report or request a copy at ask@culturalfoundation.eu



The background features a complex, abstract design. On the left, a stylized globe is composed of a grid of white dots on a teal background. To the right of the globe are several concentric circles. The outermost circle is a ring of small, multi-colored dots (red, blue, green, black). Inside this is a ring of larger, dark blue circles, each containing a red dot. Further in, there are more concentric circles with various patterns. The entire background is overlaid with a network of thin, light gray lines connecting small, multi-colored dots (red, blue, green, black) scattered across the page.

Financial Report

Financial Report

ECF is a hybrid organisation, having both its own funds and undertaking fundraising. One of our financial aims is to cover our overhead costs with the income generated through the investment of our own funds. This enables us to dedicate all other funds, as far as possible, to our purposes, which follow three overarching principles:

- Catalyse
- Connect
- Communicate

We raise funds from governmental institutions, non-profit organisations and commercial organisations. Currently ECF does not actively pursue fundraising with the general public.

Result 2016

The total result of 2016 was a surplus of €226,502. The 2016 budget predicted a deficit of €371,574 based on the total income of €5,804,991.

The actual income received in 2016 was €5,838,406.

The total expenditure at year-end 2016 was €5,611,904, which represented 91% of the 2016 budget expenditures.

Income in 2016

Income in 2016 consisted of lottery funding through the Prins Bernhard Cultuurfonds (PBCF), fundraising (including income from governments and foundations) and securities. ECF's total income in 2016 was €5,838,406 compared to €5,953,973 in 2015.

Third-party income

The total third-party income for 2016 was €5,402,342 compared to €5,369,039 in 2015. This amount includes income from the Prins Bernhard Cultuurfonds and other organisations. It excludes income from governments and securities.

Income from the Prins Bernhard Cultuurfonds for 2016 was €4,466,271 compared to €4,244,598 in 2015. Compared to the 2016 budgeted amount of €4,000,000 this is considerably higher (+12%). This variance was due to an unexpected increase in the contribution from the BankGiro Loterij as well as a one-time extra €131,000 contribution from Lotto/Staatsloterij.

The remaining third-party contributions were received from various foundations and all contributions were related to specific project activities. For 2016, income from third parties was €936,071 compared to €1,126,876 in 2015. Major donors were the Mercator Foundation (€149,001), the Robert Bosch Foundation (€250,000), various contributors to the EFC's 2016 Annual General Assembly event (€240,905), Stavros Niarchos Foundation (€125,000) and the Fondazione Cariplo (€100,000).

Government income

Income from various governments in 2016 was €56,800 compared to €45,724 in 2015.

Income from securities and interest

In 2016, the total income from securities and interest was €369,445, compared to €536,775 in 2015. In 2015, the entire ECF portfolio of bonds was sold and turned into cash as agreed during the ECF Board Meeting on 1 April 2015. In October 2016 high yield bonds were purchased. At year-end 2016, 40.2% of the portfolio represents investments in shares and 6.9% in bonds. The remaining 52.9% is in liquid funds.

This is in line with ECF's 'Statement of Investment Principles', which is a Board approved investment strategy that allows for a maximum of 50% of ECF's reserves to be invested in shares. The remaining investment is in cash.

Since 2011, ECF has outsourced its asset management activities to a third party asset manager. See [p.90](#) for more details.

How ECF's income is used

In 2016 ECF dedicated 81% of its income to its three overarching purposes:

- Catalyse
- Connect
- Communicate

ECF's reserve

ECF's reserve is used as a buffer in case of financial emergency as well as to ensure financial stability. The goal is to cover all overhead costs with income generated from investing the reserve. Any surplus as a result of lower expenditure than income is temporarily added to ECF's reserve and is then used for purpose-related activities in the following year(s). More information about the reserve can be found on pages [p.89](#), [p.90](#) and [p.98](#).

Overhead costs

Costs are incurred for fundraising, governance, management and administration in order to execute ECF's objectives. ECF aims to cover all overhead costs from returns on its invested reserve (income from securities). This allows ECF to use all other income for purpose-related activities.

Detailed overview of overhead costs

Overhead costs in 2016 included operations expenses, communications expenses, Board expenses, fund development expenses and securities expenses. The total expenditure in 2016 was €873,665 compared to €695,354 in 2015. Overhead costs comprised 15.6% of the total expenditure in 2016.

	Actual 2016	Budget 2016	Actual 2015
Overhead expenditure	873,665	827,968	695,354
Total expenditure	5,611,904	6,176,565	6,289,176
Overhead against purpose-related expenditure	15.6%	13.4%	11.1%

Overhead expenditure in 2016 increased compared to overhead expenditure in 2015 and was also over the budgeted expenditure for 2016. Compared to 2015, overhead expenditure as a share of the total costs increased in 2016. This is mainly due to higher Fundraising costs (+ €121,000) and increased Communications costs (+ €63,000). Costs for operations were slightly lower (- €7,000). While the overall amount of staff costs remained on budget for 2016, an increase in staff costs allocated to Fund Development and Communications is the main cause of the increase.

Allocation of overhead expenses to our objectives

In order to allocate overhead costs to its objectives, ECF uses time writing as an allocation key. Time spent on activities is tracked and allocated using a professional time writing system.

Fund Development

The net costs for Fund Development in 2016 were €191,434 compared to €121,415 in 2015. As a percentage of the total fundraised income in 2016, this amounts to 19.3% compared to 10.4% in 2015. An amount of €105,660, which represents ECF's contribution to the Prins Bernhard Cultuurfonds Fund Development costs, is not included in the overall fundraising costs.

	Actual 2016	Budget 2016	Actual 2015
Cost fundraising ECF	181,011	214,709	104,935
Cost fundraising third parties	10,423	26,775	16,480
Costs fundraising excl. PBCF contribution	191,434	241,484	121,415
Costs fundraising contribution PBCF	105,660	55,000	55,122
Costs fundraising incl. PBCF contribution	297,094	296,484	176,537

Fundraised income *includes* income from other foundations and governments but it *excludes* income from the PBCF and securities. As per a longstanding agreement, ECF contributed €105,660 to PBCF's fundraising costs in 2016, compared to €55,122 in 2015. The substantial increase in the contribution to PBCF is due to extra costs charged by PBCF for Lottery support expenditure. The table below shows fundraised income against fundraising costs.

	Actual 2016	Budget 2016	Actual 2015
Fundraised income	992,871	1,557,991	1,170,165
Fundraising costs <i>excl. costs PBCF</i>	191,434	241,484	121,415
% Fundraised income <i>excl. income PBCF</i>	19.3%	15.5%	10.4%

In 2014, ECF received the CBF Quality Mark (Central Bureau for Fundraising – Centraal Bureau Fondsenwerving) certifying that the organisation's fundraising activities are considered trustworthy.

The CBF states that income can only be recognised as fundraised once. This means that, if a donor, who in ECF's case is PBCF, reports its own funds as fundraised and then passes those funds on to another organisation, the latter may not also report those funds as fundraised. As a result the total amount of fundraised income does not include income from the PBCF. Therefore, according to the CBF's definition, income gained through fundraising in 2016 was €992,871 compared to €1,170,165 in 2015.

Securities costs

The costs associated with managing the assets that ECF reported for 2016 were €64,236 compared to €84,104 in 2015, a decrease of €19,868. This decrease is mainly due to the selling of ECF's bonds portfolio in 2015.

Management and Administration costs

In 2016, Management and Administration costs were €512,334 compared to €434,714 in 2015. These costs represent 9.1 % of the total expenditure in 2016. This increase in costs is due mainly to an increase in the amount of expenditure on staff costs allocated to Communications.

Liquidity

Current assets, deposits and cash decreased in 2016 compared to 2015. This is mainly due to the transfer of €300,000 from ECF's savings account to its current account. The balance of liquid funds represented €6,811,730 at year-end 2016. At year-end 2015 this balance was €7,260,121.

Current assets and current liabilities

Current assets and current liabilities are lower in 2016 than in 2015. The decrease is due to high volume, multi-year contracts expiring over the course of 2016.

	31 Dec 2016	31 Dec 2015	31 Dec 2014
Current assets, deposits, cash	9,068,032	12,255,089	4,437,366
Current liabilities	2,015,473	4,965,177	3,528,760
Liquidity ratio	4.50	2.47	1.26

The liquid funds ratio has increased substantially due to a decrease of 55% in current liabilities. This decrease in current liabilities is due to deferred expenses and sponsor commitments while the amount of liquid funds decreased by 6%, resulting in a ratio at year-end 2016 of 75% compared to 59% at year-end 2015.

The composition of liquid assets has developed as follows:

	31 Dec 2016	31 Dec 2015	31 Dec 2014
Current assets	2,256,743	4,994,968	3,125,545
Liquid funds	6,811,730	7,260,121	1,311,821
Total current assets	9,068,473	12,255,089	4,437,366
Liquid funds in %	75%	59%	30%

Reserve

ECF's reserve is available for use, if needed, and is used as a buffer in case of financial emergency as well as to ensure financial stability. The reserve ensures the continuity of ECF, allowing the organisation to continue operating for a limited period of time in the event of an unexpected drop in income and serves as a safeguard against income fluctuations. Through investment in low-risk securities, the reserve also functions as a source of income.

As of 31 December 2016, the total ECF reserves amounted to €13,215,825 compared to €12,989,323 on 31 December 2015. Based on the level of reserves, direct credit risks or liquidity risks are manageable for ECF.

Composition of ECF's portfolio:

	31 Dec 2016		31 Dec 2015	
Shares	5,186,414	40.3%	5,586,855	43.5%
Bonds	887,040	6.9%	0	0%
Liquid funds: saving accounts	6,409,945	49.7%	6,690,815	52.1%
Liquid funds: other	401,786	3.1%	569,306	4.4%
Total	12,885,184		12,846,976	

The composition of ECF's portfolio is in line with ECF's 'Statement of Investment Principles', which was approved by the Board on 1 February 2011 and updated on 9 December 2013. The principles allow for a maximum of 50% of ECF's reserves to be invested in shares. The remaining investments were to be made in bonds. At the ECF Board Meeting on 1 April 2015 it was agreed that, during the second quarter of 2015, the ECF bond portfolio would be sold and deposited as cash.

Management of ECF's securities portfolio

Since 2011, ECF has outsourced the day-to-day management of its securities portfolio to Wealth Management Partners N.V. (WMP). Regular meetings between ECF's Treasurer, ECF's Finance Manager and WMP are held throughout the year. The investment of securities is based on the conservative investment strategy as outlined in the Board-approved 'Statement of Investment Principles'.

Appointment of auditors

The ECF annual accounts have been audited by Dubois & Co since 2013. Prior to 2013 PricewaterhouseCoopers (PwC) was appointed to undertake this role. The auditor is appointed by, and reports to, the ECF Board.

Budget 2017

	Budget 2017	Actual 2016
Income		
Income third party activities*	4,250,000	4,466,271
Fundraised income – profit/non-profit	1,004,893	936,071
Fundraised income – governments	108,994	56,800
Securities- and interest income	300,000	379,264
Other income	-	-
Total income	5,663,887	5,838,406
Expenses		
Committed to purpose**		
Catalyse	974,332	571,812
Connect	2,342,012	2,538,941
Communicate	1,128,240	1,270,857
Consolidate	330,388	356,629
	4,774,972	4,738,240
Costs fund development		
Fundraising costs	408,069	297,094
Costs securities	64,000	64,236
	472,069	361,330
Management and Administration		
Communications	344,220	291,263
Governance	171,397	140,786
Operations	97,119	80,285
	612,736	512,335
Total expenses	5,859,777	5,611,904
Surplus / (Deficit)	<u>(195,580)</u>	<u>226,502</u>
Allocation of result		
(Withdrawal from) / Addition to reserve***	<u>(195,580)</u>	<u>226,502</u>

* This represents the contribution, through the Prins Bernhard Cultuurfonds, from the BankGiro Loterij and the Lotto/Staatsloterij.

**The purposes listed in this table are recorded in line with the purposes defined in the ECF budget 2017. In order to facilitate comparison between 2017 and 2016, the format of the breakdown of 2016 expenditures is different from the format in the following pages.

***Although an increase in lottery income was recorded in 2016 after a drop in lottery funding in 2015, a subsequent drop in 2017 is anticipated. Accordingly, a return on investments of €300,000 has been budgeted for in 2017. 2016 was a bridging year between the 2013-2016 four-year and the upcoming 2017-2020 four-year plan.

Balance sheet

As per 31 December 2016	Ref	2016	2015
Assets			
Tangible fixed assets	1		
Premises		47,087	51,224
Refurbishment		9,746	14,494
Furniture and equipment		38,709	46,837
		<hr/> 95,543	<hr/> 112,555
Financial fixed assets	2		
Bonds		887,040	-
Shares		5,186,414	5,586,855
		<hr/> 6,073,454	<hr/> 5,586,855
Currents assets	3		
Accounts receivable		2,256,743	4,994,968
Deposits, cash	4		
Cash and bank balances		6,811,730	7,260,122
Total		<u>15,237,469</u>	<u>17,954,500</u>
Liabilities			
Reserves	5		
Appropriated reserve		13,215,825	12,989,323
Revaluation reserve		-	-
		<hr/> 13,215,825	<hr/> 12,989,323
Current liabilities	6		
Received in advance		-	-
Grants payable		266,152	495,023
Accounts payable		1,755,492	4,470,153
		<hr/> 2,021,644	<hr/> 4,965,177
Total		<u>15,237,469</u>	<u>17,954,500</u>

Statement of income and expenditure

	Ref	Actual 2016	Budget 2016	Actual 2015
Income				
Income third party activities*		4,466,271	4,000,000	4,244,598
Fundraised income – profit/non-profit	7	936,071	1,517,991	1,124,441
Fundraised income – governments	8	56,800	40,000	45,724
Securities income	9	343,777	247,000	497,512
Other income (incl. interest)**		35,488	-	41,699
Total income		5,838,406	5,804,991	5,953,973
Expenses				
Committed to purpose	10			
Catalyse		1,507,731	1,959,728	2,050,394
Connect		2,320,738	2,313,254	2,650,091
Communicate		909,771	1,075,616	893,336
		4,738,240	5,348,598	5,593,822
Costs fund development				
Fundraising costs	11	297,094	296,484	176,537
Costs securities	12	64,236	64,000	84,104
		361,330	360,484	260,641
Management and Administration				
Communications	13	291,263	278,519	221,920
Governance	14	140,786	123,184	126,196
Operations	15	80,285	65,781	86,598
		512,335	467,484	434,714
Total expenses	16	5,611,904	6,176,565	6,289,176
Surplus /(deficit)		<u>226,502</u>	<u>(371,574)</u>	<u>(335,203)</u>
Allocation of result				
(Withdrawal from) / Addition to reserve		<u>226,502</u>	<u>(371,574)</u>	<u>(335,203)</u>

* This represents the contribution, through the Prins Bernhard Cultuurfonds, from the BankGiro Loterij and the Lotto/Staatsloterij.

** Other income consists mainly of bank interest (+€25,668), a service fee received from Swiss Agency for Development and Cooperation (SDC) (+€12,300) and income exchange differences (-€2,930).

Cash flow overview

	Actual 2016	Actual 2015
Cash flow from operating activities		
Result	226,502	-335,203
Adjustments for:		
Depreciation tangible fixed assets	34,004	46,713
Movements in accounts receivable	2,738,225	-1,869,423
Movements in short-term liabilities	-2,943,532	1,436,416
Cash flow from operating activities	55,199	-721,497
 Cash flow from investment activities		
Additions to tangible fixed assets	-16,991	-28,478
Movements in financial fixed assets	-486,599	6,698,275
Cash flow from investment activities	-503,590	6,669,798
 Movements in liquid assets	<u>-448,391</u>	<u>5,948,301</u>
 Opening balance liquid assets	7,260,121	1,311,821
Closing balance liquid assets	6,811,730	7,260,122
Movements in liquid assets	<u>-448,391</u>	<u>5,948,301</u>

Accounting Principles – European Cultural Foundation

General

ECF is an operating and grant-giving foundation. Its core income is received from the Prins Bernhard Cultuurfonds (PBCF). Other income is derived from donors, subsidies and ECF's securities portfolio.

Grants are awarded on the basis of projects submitted by third parties through grant applications. Programmes are run by ECF alone or in partnership with other organisations in line with ECF's four-year strategic plan (2013-2016) and the annual work plan.

Reporting period

The financial statements contained in this report are based on the reporting period of one year, where the financial year equals the calendar year.

Foundations for valuation and determining the result

Unless specified, both the assets and liabilities are valued nominally. Income and expenses are attributed to the year to which are related.

Tangible fixed assets

Tangible fixed assets are valued at cost price less the accumulated depreciation, except for the premises, which are revaluated at current economic value. Depreciations commence from the moment the investment is put into use. Investments of less than €500 are fully expensed in the year of purchase.

Depreciation is calculated on a cost basis, against the following rates per annum:

- Premises: 2%-7%
- Refurbishment: 10%-20%
- Furniture: 10%-20%
- Equipment: 20%-33%

Financial fixed assets

Shares and bonds are stated at market value at year-end. Realised and unrealised gains and losses are accounted for in the statement of income and expenditure.

Amounts in foreign currencies are converted into euro at year-end rates. Transactions in foreign currencies are recorded using the exchange rates on the transaction date. Gains and losses on transactions are included in the statement of income and expenditure.

Recognition of income

ECF's main source of income is from the Prins Bernhard Cultuurfonds. This is recognised on the receipt of a statement from the Prins Bernhard Cultuurfonds, which indicates the funds it has received from the BankGiro Loterij and the Lotto/Staatsloterij. According to a longstanding agreement between the two foundations, 25% of the non-designated income generated by the lotteries is passed on to ECF by the Prins Bernhard Cultuurfonds.

Recognition of expenses

In general, expenses are charged to cost centres based on actual expenses per project. Operational expenses are recognised as soon as they can be estimated and are legally enforceable by third parties because of contracts or communicated commitments. A large proportion of Management and Administration costs are allocated to ECF's activities using time writing as the allocation key.

Fundraising costs consist of salary costs and consultancy costs and include, as agreed between the Prins Bernhard Cultuurfonds and ECF, the allocation of 25% of the fundraising costs incurred by the Prins Bernhard Cultuurfonds.

90% spending rule

ECF is committed to spending (expenses minus fundraising income) at least 90% of its total lottery income on its purposes. Based on the average lottery income of the previous three years – ECF complied with this in 2016.

Reporting guidelines

The financial statements are prepared in accordance with Guideline 650 ('richtlijnen voor de jaarverslaggeving'), which provides accounting principles widely accepted in the Netherlands for fundraising institutions. In this method of reporting, expenses are allocated to objectives, to costs for fund development and to costs for Management and Administration.

Notes to the Balance Sheet (Refs 1-6)

Tangible Fixed Assets (Ref 1)

	Premises	Refurbishment	Furniture & equipment	Total
Historical cost				
Balance at 31 Dec 2015	179,069	329,978	596,724	1,105,770
Additions in 2016	-	-	16,991	16,991
Balance at 31 Dec 2016	179,069	329,978	613,715	1,122,762
Depreciation				
Balance at 31 Dec 2015	127,844	315,484	549,886	993,214
Depreciation in 2016	4,137	4,747	25,119	34,004
Balance at 31 Dec 2016	131,981	320,232	575,006	1,027,219
Book value at 31 Dec 2015	<u>51,224</u>	<u>14,494</u>	<u>46,837</u>	<u>112,555</u>
	-	-	-	-
Book value at 31 Dec 2016	<u>47,087</u>	<u>9,746</u>	<u>38,709</u>	<u>95,543</u>

Note: A silent reserve of €1,800,000 is included in the recorded premises. This represents an assessed market value of ECF's building at Jan van Goyenkade 5, Amsterdam, as at 29 January 2015. This is due to the fact the ECF records its premises at the initial purchase price and not at the current (higher) market value. Further it must be taken into account that the premises are part of a dual proprietorship between the ECF (75%) and Stichting Praemium Erasmianum (25%). The assessment of the building was undertaken by Arcuris Makelaars, Almere.

Financial Fixed Assets (Ref 2)

	Bonds	Shares	Total
Balance at 31 Dec 2015	0	5,586,855	5,586,855
Acquisitions	892,551	2,641,620	3,534,171
Sales	0	-3,369,718	-3,369,718
Revaluations realised	0	5,802	5,802
Revaluations unrealised	-5,511	321,854	316,343
Balance at 31 Dec 2016	887,040	5,186,414	6,073,454

Note: The total balance of €6,073,454 of the Financial Fixed Assets is included in the ECF portfolio overview below. The total balance of liquid funds of €6,811,730 – reported separately as ‘cash and bank balances’ on the balance sheet (see [p.92](#)) - is added and this results in a total sum of the portfolio of €12,885,184.

	As per 31 Dec 2016		As per 31 Dec 2015	
Bonds	6.88%	887,040	0%	0
Shares	40.25%	5,186,414	43.49%	5,586,855
Real estate	0.0%	-	0.0%	-
Liquid funds saving	50.36%	6,488,381	52.08%	6,690,815
Accounts of sold bonds				
Liquid funds other	2.51%	323,349	4.43%	569,306
	100.0%	12,885,184	100.0%	12,846,976

Note: The change in the value of shares and bonds, which are classified as held-for-trading securities, are booked directly in the profit and loss account according to the Dutch Regulations for Financial Accounting.

The overall result of the ECF's securities portfolio throughout 2016 is €343,777.

	Assets	Result	Result %
ECF 2016 securities	6,073,454	343,777	5.66%
ECF 2016 saving accounts of sold bonds	6,488,382	23,000	0.35%
ECF 2016 portfolio total	12,561,835	366,777	2.92%
ECF 2015 securities	5,586,855	497,512	8.91%
ECF 2015 saving accounts of sold bonds	6,690,815	34,231	0.51%
ECF 2015 portfolio total	12,277,670	497,512	4.05%

Current Assets (Ref 3)

	31 Dec 16	31 Dec 15
Prins Bernhard Cultuurfonds	666,335	681,367
Sponsor commitments*	320,017	1,514,760
Deferred expenses*	953,515	2,170,784
Prepaid expenses	44,299	298,680
Accounts receivable	94,653	214,726
Others	177,923	114,651
-	2,256,743	4,994,968

Sponsor commitments balance 31 Dec 2015	1,514,760
New commitments 2016	986,352
Released 2016	-2,181,095
Sponsor commitments balance 31 Dec 2016	320,017

The current assets have duration of less than one year.

**See Annex A for a specification of Sponsor Commitments and Deferred expenses.*

Deposits and cash (Ref 4)

Cash and bank balances are at the disposal of ECF.

Reserves (Ref 5)

	General reserve	Revaluation reserve	Total
Balance as per 31 Dec 2015	12,989,323	-	12,989,323
Additions	226,502	-	226,502
Withdrawals	-	-	-
Balance as per 31 Dec 2016	<u>13,215,825</u>	-	<u>13,215,825</u>

Current liabilities (Ref 6)

Grants payable

According to ECF's procedures, projects supported by an ECF grant should be finalised within two years of the grant award date. In specific cases, this term may be extended with the approval of ECF's Management team.

The Board approved all previous Collaboration grants. Since the programme no longer exists, the Board now approves only the cancellation of any outstanding grants awarded under the programme. The amount released upon the cancellation of grants is presented in reference 10.

The grants payable as per the balance sheet consist of:

	31 Dec 16	31 Dec 15
Grants awarded in 2012	-	-
Grants awarded in 2013*	2,865	2,865
Grants awarded in 2014	8,882	38,792
Grants awarded in 2015	43,820	453,367
Grants awarded in 2016	210,585	-
	<u>266.152</u>	<u>495.023</u>

Other current liabilities:

	31 Dec 16	31 Dec 15
Taxes and social premiums	115,671	102,733
Other personnel costs	105,171	110,097
Contractual obligations **	842,720	2,093,680
Contributions to spend**	472,653	1,872,260
Accounts payable	161,114	233,763
Others	58,164	57,621
	<u>1,755,492</u>	<u>4,470.153</u>

Contractual obligations balance 31/12/2015	2,093,680
New contracts 2016	1,592,332
Released 2016	-2,843,292
Contractual obligations balance 31/12/2016	842,720

*The collaboration grant with KUD Mreza was extended to March 2017.

**See Annex A for specifications of Contractual Obligations and Contributions to spend.

Notes to the Statement of Income & Expenditure

ECF has a longstanding partnership with the Prins Bernhard Cultuurfonds through which it receives a quarterly financial contribution from the BankGiro Loterij and the Lotto/Staatsloterij. In 2016, the contribution from the Prins Bernhard Cultuurfonds was €4,466,271, representing 76.5% of ECF's income. Compared to the actual income received from Prins Bernhard Cultuurfonds in 2015 (€4,244,598), there was an increase of €221,673 (or 5.2%) in 2016.

Fundraised income – Profit/non-profit (Ref 7)

	Actual 2016	Budget 2016	Actual 2015
OSIFE (DocNext Observatory, previously Youth & Media)	-	-	91,140
British Council (Tandem)	11,896	-	19,013
British Council Egypt (Tandem)	9,269	-	37,076
King Boudewijn Foundation (Advocacy, R&D)	-	-	1,500
Fonds voor Cultuurparticipatie (Tandem)	50,000	50,000	50,000
Mercator Foundation (Tandem)	149,001	150,000	250,000
Amsterdam Fonds voor de Kunst (Events)	-	-	-2,895
Fondazione Cariplo (Tandem)	100,000	100,000	125,000
Robert Bosch Stiftung (Tandem)	250,000	250,000	258,606
Stichting Democratie & Media (DocNext Observatory)	-	10,000	-
Gulbenkian Foundation UK (R&D)	-	-	10,000
EFC 2016 sponsorship (Events)	240,905	315,000	-
Swiss Agency for Development & Cooperation (Grants)	-	387,991	210,000
Stavros Niarchos Foundation (Tandem)	125,000	100,000	75,000
To be identified (Advocacy, R&D)	-	40,000	-
To be identified (Connected Action for the Commons)	-	115,000	-
Total fundraising income	<u>936,071</u>	<u>1,517,991</u>	<u>1,124,441</u>

Fundraised income – Governments (Ref 8)

	Actual 2016	Budget 2016	Actual 2015
EU Europe for the Citizens (Connected Action)	-	10,000	-
EU (Advocacy, R&D, NL Presidency)	-	5,000	-
Ministries NL (Princess Margriet Award)	-	25,000	-
Erasmus +; Key Action 2 (DocNext Observatory)	12,000	-	-
EU Cultural Diplomacy Platform (Advocacy, R&D)	44,800	-	-
European Commission (DocNext Observatory)	-	-	45,724
Total government income	<u>56,800</u>	<u>40,000</u>	<u>45,724</u>

Income from securities and interest (Ref 9)

	Actual 2016	Actual 2015
Interest from bank accounts	25,668	39,263
Revaluation reserve bonds	-	-
Interest from bonds	-	5,236
Realised revaluations bonds	-	114,606
Unrealised revaluations bonds*	-5,511	-
	<u>-5,511</u>	<u>119,841</u>
Dividends	21,631	37,778
Realised revaluations shares	5,802	52,880
Unrealised revaluations shares*	321,854	287,012
	<u>349,287</u>	<u>380,105</u>
Other income (service fee, exchange rate diff.)	9,820	2,435
	<u>379,269</u>	<u>539,210</u>

**The total unrealised results on the revaluation of bonds (€-5,511) and of shares (€321,854) are recorded as reported by Wealth Management Partners N.V., ECF's fund manager.*

Expenses Committed to Purpose (Ref 10)

	Actual 2016	Budget 2016	Actual 2015
Grants	486,194	828,198	868,263
Mobility programme	85,618	108,655	96,138
Advocacy, R&D	585,807	662,319	693,252
Knowledge Management (incl. ECF Labs)	350,112	360,556	392,741
Total costs Catalyse	1,507,731	1,959,728	2,050,394
Tandem	1,264,459	1,302,172	1,238,249
DocNext Observatory (previously Youth & Media)	146,430	153,753	148,453
Connected Action for the Commons (previously Networked Programme)	909,848	857,329	1,263,389
Total costs Connect	2,320,738	2,313,254	2,650,091
Events (including Princess Margriet Award)	776,865	935,416	682,300
Publications	132,905	140,200	211,037
Total costs Communicate	909,971	1,075,616	893,336
	<u>4,738,240</u>	<u>5,348,598</u>	<u>5,593,822</u>

Fundraising costs (Ref 11)

Fundraising costs include staff costs and consultancy costs as well as costs allocated to ECF by Prins Bernhard Cultuurfonds (PBCF). In the table below the contribution by PBCF to ECF has been included in the total income, which shows that the ratio for 2016 has increased. This is mainly due to an increase in fundraising costs during 2016 compared to 2015.

	Actual 2016	Budget 2016	Actual 2015
Total income incl. PBCF	5,838,406	5,804,991	5,953,973
Fundraising costs <i>incl. costs PBCF</i>	297,094	296,484	176,537
% Fundraising income costs	5.1%	5.1%	3.0%

If income received from the PBCF is excluded from ECF's total fundraising income, it results in the table below.

	Actual 2016	Budget 2016	Actual 2015
Total fundraising income	992,871	1,557,991	1,170,165
Fundraising costs <i>incl. costs PBCF</i>	297,094	296,484	176,537
Fundraising costs <i>excl. costs PBCF</i>	191,434	190,842	121,415
% Fundraising income <i>excl. PBCF</i>	19.3%	12.2%	10.4%

Included in the €297,094 of fundraising costs incl. costs PBCF are costs allocated to ECF from PBCF. These costs represent €105,660 in 2016 and include 25% of PBCF's costs for maintaining the 'CBF Keurmerk' (the CBF 'seal of approval', meaning the organisation's fundraising activities have been reviewed and are considered trustworthy), and 25% of PBCF's costs related to charges incurred by the lotteries. This leaves €191,434 as representative fundraising costs and a fundraising ratio of 19.3%. The CBF requires that fundraising costs do not exceed 25% of the total fundraising income.

Costs securities (Ref 12)

	Actual 2016	Budget 2016	Actual 2015
Bank charges related to bonds and shares	-	-	100
Fees securities income	64,236	64,000	84,004
	<u>64,236</u>	<u>64,000</u>	<u>84,104</u>

Communications (Ref 13)

	Actual 2016	Budget 2016	Actual 2015
General information	89,921	96,314	71,610
PR & promotion	1,827	24,185	11,873
Business development costs	-	1,200	4,772
General administration costs	19,667	16,291	13,421
Salary costs	179,848	140,529	120,244
-	<u>291,263</u>	<u>278,519</u>	<u>221,920</u>

Governance (Ref 14)

	Actual 2016	Budget 2016	Actual 2015
Board meetings	26,259	21,460	23,228
General administration costs	11,293	10,568	10,347
Salary costs	103,234	91,157	92,561
-	<u>140,786</u>	<u>123,185</u>	<u>126,196</u>

Operations (Ref 15)

	Actual 2016	Budget 2016	Actual 2015
Computerisation	74,568	61,920	70,146
Financial and personnel administration	32,404	30,500	36,370
Depreciation	34,004	38,300	46,713
Premises, utilities, other expenses	116,781	134,825	103,080
Representation	17,751	20,000	21,682
Salary costs	72,451	63,344	73,088
Recharged costs	-267,672	-283,108	-264,481
-	<u>80,285</u>	<u>65,781</u>	<u>86,598</u>

Staff costs*

	Actual 2016	Budget 2016	Actual 2015
Salaries	1,521,230	1,534,489	1,487,769
Social charges	243,265	242,040	231,690
Pension costs	272,226	246,191	247,998
Travel allowance	27,798	10,973	25,250
Home leave	-	-	-
Overtime	-	10,000	-
Other staff costs (including training)	149,161	141,350	99,755
	<u>2,213,680</u>	<u>2,185,047</u>	<u>2,092,462</u>
Interim staff	-	15,000	68,803
Total	<u>2,213,680</u>	<u>2,200,047</u>	<u>2,161,265</u>

*Overall staff costs are slightly higher in 2016 than budgeted, which is mainly due to higher pension costs.

Employees

Taking into account the percentage of part-time employees at 31 December 2016 (50%), Full Time Equivalents (FTEs) for 2016 was 28, the same volume as in 2015.

Compensation for Director

ECF is managed by one Director. In 2016, the compensation for this role was €124,769. ECF's Director did not receive a thirteenth month of salary or bonus.

Goede Doelen Nederland (GDN), the umbrella organisation for fundraising charities in the Netherlands, has laid out guidelines for determining the remuneration of charity directors ('Regeling beloning directeuren van Goede Doelen' or "Compensation Guidelines for Directors of Not-For-Profits"). ECF has decided to adopt these guiding principles in its own organisation. The guidelines were adapted by GDN on 1 January 2015, with a four-year transitional arrangement. It is the intention of ECF to comply with the guidelines within this period.

In 2016, ECF's Director's relevant annual income was €124,769 (one FTE/12 months), which is well within the maximum of €144,000 specified by GDN.

Name: Katherine E. Watson
Position: Director
Contract: Indefinite
 Full time/37.5 hours
Period: 01 Jan-31 Dec 2016

Compensation:	Annual Income	2016	2015	2014
	Gross salary	115,527	117,135	114,838
	Holiday allowance	9,242	9,371	9,187
	Year-end bonus	-	-	-
	Variable components	-	-	-
	Total	<u>124,769</u>	<u>126,506</u>	<u>124,025</u>
	Social charges	39,474	47,214	45,503
	Other taxable compensation	3,415	475	2,417
	Pension	30,462	27,668	23,960
	Other regular compensation	-	-	-
	Severance pay	-	-	-
	Total remuneration 2016	<u>198,121</u>	<u>201,863</u>	<u>195,905</u>
	Remuneration excluding social charges	158,647	154,649	150,402

Expenses (ref 16)

	PBCF	profit/non profit	governments	interest/securities	other income	total expenditure	
Grants	571,812	-	-	-	-	571,812	
DocNext Observatory	134,430	-	12,000	-	-	146,430	
Tandem	569,293	695,166	-	-	-	1,264,459	
Advo, R&D	541,007	-	44,800	-	-	585,807	
Publications	132,905	-	-	-	-	132,905	
Knowledge Management	350,112	-	-	-	-	350,112	
Connected Action	909,848	-	-	-	-	909,848	
Communications	197,306	-	-	93,957	-	291,263	
Fund Dev.	297,094	-	-	-	-	297,094	
Events	535,960	240,905	-	-	-	776,865	
Governance	-	-	-	140,786	-	140,786	
Securities	-	-	-	64,236	-	64,236	
Operations (incl SPE)	-	-	-	70,466	9,820	80,285	
(Overspending)/Underspending	226,502	-	-	-	-	226,502	surplus
Totals	<u>4,466,270</u>	<u>936,071</u>	<u>56,800</u>	<u>369,445</u>	<u>9,820</u>	<u>5,838,406</u>	total income
						5,611,904	total expenditure

Cost Allocation

	Costs							General	Total costs
	Catalyse	Connect	Communicate	fundraising	Securities	Communications	Governance	administration	2016
Direct costs									
Grants 2016	423,362	19,700	34,700	-	-	-	-	-	477,762
Grants not taken up	-58,000	-	-	-	-	-	-	-	-58,000
Partnerships and outsourced activities	307,937	1,608,453	490,290	-	-		-	-	2,406,680
Support costs									
Personnel costs	732,472	584,976	346,643	163,163		179,848	103,234	72,451	2,182,787
Communication costs	21,428	43,292	-	116,083		91,748	-	-	272,551
Governance	-	-	-	-		-	26,259	-	26,259
Other general costs	80,531	64,317	38,139	17,848	64,236	19,667	11,293	7,834	303,865
Total	<u>1,507,730</u>	<u>2,320,738</u>	<u>909,772</u>	<u>297,094</u>	<u>64,236</u>	<u>291,263</u>	<u>140,786</u>	<u>80,285</u>	<u>5,611,904</u>

In 2016, a total amount of €58,000 that had been reserved for grants payable was released and was deducted from the direct costs as 'Grants not taken up'. This amount consists of outstanding instalments related to multiple projects that were not completed in the required timeframe.

Staff costs and general administration costs are allocated to ECF's different activities based on time writing by employees.

Specifications for 650 ruling

Expenditures percentage	Actuals 2016	Spending ratio	Budget 2016	Spending ratio	Actuals 2015	Spending ratio
Total expenditures ECF	5,611,904		6,176,565		6,289,176	
Total income ECF	5,838,406		5,804,991		5,953,973	
Surplus (deficit)	<u>226,502</u>	96%	<u>-371,574</u>	106%	<u>-335,203</u>	106%
Fundraised income and expenditures	Actuals 2016		Budget 2016		Actuals 2015	
Fundraised income	992,871		1,557,991		1,170,165	
Fundraising costs <i>incl. charge PBCF</i>	297,094		296,484		176,537	
Fundraising costs <i>excl. charge PBCF</i>	191,434	19.3%	241,484	15.5%	121,415	10.4%
Specification Fundraising costs	Actuals 2016		Budget 2016		Actuals 2015	
Costs fundraising ECF	181,011		214,709		104,935	
Costs fundraising third parties	10,423		26,775		16,480	
Costs fundraising PBCF	105,660		55,000		55,122	
	<u>297,094</u>	-	<u>296,484</u>	-	<u>176,537</u>	-

Consolidated Financial Statements in 2016

Accounting Principles

The consolidated Financial Statements consist of the financial data of:

- European Cultural Foundation (ECF).
- Stichting Voorzieningsfonds Pensioengerechtigden Binnenland van de Fondation Européenne de la Culture.
- Stichting Voorzieningsfonds Pensioengerechtigden Buitenland van de Fondation Européenne de la Culture.

The objective of the Stichtingen Voorzieningsfondsen (pension provision fund) is to compensate for the decreasing value of pensions for a defined group of ex-employees if the official inflation rate is higher than 3%.

Detailed objectives are described in the statutes of the ECF Stichtingen Voorzieningsfondsen.

The consolidated financial statements were drawn up according to the same recognition and measurement principles used in ECF's Financial Statement.

Please note that the rounding up or down of all figures to full euro amounts has caused some small rounding differences.

Consolidated balance sheet as per 31 Dec 2016

Assets	Ref	31 Dec 2016	31 Dec 2015
Tangible fixed assets			
Premises		47,087	51,224
Refurbishment		9,746	14,494
Furniture and equipment		38,709	46,837
		95,543	112,555
Financial fixed assets	17		
Bonds		887,040	-
Shares		5,186,414	5,586,855
		6,073,454	5,586,855
Currents assets			
Accounts receivable		2,084,278	4,890,741
Deposits, Cash			
Cash and bank balances		10,393,109	10,827,940
Total		<u>18,646,383</u>	<u>21,418,091</u>
Liabilities		31 Dec 2016	31 Dec 2015
Reserves	18		
Appropriated reserve		16,624,739	16,452,915
Revaluation reserve		-	-
		16,624,739	16,452,915
Current liabilities			
Received in advance		-	-
Grants payable		266,152	495,023
Accounts payable		1,755,492	4,470,153
		2,021,644	4,965,176
Total		<u>18,646,383</u>	<u>21,418,091</u>

Notes to the consolidated balance sheet as per 31 Dec 2016

Financial Fixed Assets (Ref 17)

	Bonds	Shares	Total
Balance at 31 Dec 2015	-	5,586,855	5,586,855
Acquisitions	892,550	2,641,620	3,534,170
Sales	-	-3,369,718	-3,369,718
Revaluations realised	-	5,802	5,802
Revaluations unrealised	-5,551	321,854	316,343
Balance at 31 Dec 2016	<u>887,040</u>	<u>5,186,414</u>	<u>6,073,452</u>

Reserves (Ref 18)

	General reserve	Revaluation reserve	Total
Balance as per December 31, 2015	16,452,915	-	16,452,915
Additions	227,067	-	227,067
Withdrawals	-55,243	-	-55,243
Balance as per December 31, 2016	<u>16,624,739</u>	-	<u>16,624,739</u>

Consolidated statement of income and expenditure

	Actual 2016	Actual 2015
Income		
Income third party activities*	4,466,271	4,244,598
Fundraising income – profit/non-profit	936,071	1,124,441
Fundraising income – governments	56,800	45,724
Securities income	343,777	577,144
Other income	44,485	54,147
Total Income	<u>5,847,403</u>	<u>6,046,053</u>
Expenses		
<u>Committed to purpose</u>		
Catalyse	1,507,730	2,050,494
Connect	2,320,738	2,650,091
Communicate	909,772	893,336
Subtotal committed to purpose	<u>4,738,240</u>	<u>5,593,822</u>
<u>Costs fund development</u>		
Fundraising costs	297,094	176,536
Securities costs / bank charges	64,489	99,589
	<u>361,583</u>	<u>276,126</u>
<u>Management and Administration</u>		
Communications	291,263	221,920
Governance	140,786	126,196
Operations	143,707	155,530
	<u>575,756</u>	<u>503,646</u>
Total expenses	<u>5,675,579</u>	<u>6,373,594</u>
Surplus / (Deficit)	<u>171,824</u>	<u>(327,541)</u>
Appropriation of the result		
(Withdrawal from) / Addition to reserve	<u>171,824</u>	<u>(327,541)</u>

* This represents the contribution, through Prins Bernhard Cultuurfonds, from the BankGiro Loterij and the Lotto/Staatsloterij.

Notes to the consolidated statement of income and expenditure

Compared to the ECF's statement of income and expenses the main differences can be specified as follows:

	Actual 2016 ECF	Actual 2016 Vzf Binl*	Actual 2016 Vzf Buitl**	Actual 2016 Total
Interest from bank accounts	25,668	5,205	3,792	34,665
Revaluation reserve bonds	-	-	-	-
Interest from bonds	-	-	-	-
Realised revaluations bonds	-	-	-	-
Unrealised revaluations bonds	-5,511	-	-	-5,511
	20,157	5,205	3,792	29,154
Dividends	21,631	-	-	21,631
Realised revaluations shares	5,802	-	-	5,802
Unrealised revaluations shares	321,854	-	-	321,854
Other income	9,820	-	-	9,820
	359,107	-	-	359,107
	<u>379,264</u>	<u>5,205</u>	<u>3,792</u>	<u>388,261</u>

	Actual 2016 ECF	Actual 2016 Vzf Binl*	Actual 2016 VzF Buitl**	Actual 2016 Total
Costs of securities				
Bank charges related to bonds and shares	-	-	-	-
Fees asset management/bank charges	64,236	66	187	64,489
Other costs (advisory costs, Chamber of Commerce, interest)	-	60,382	3,040	63,422
	64,236	60,488	3,227	127,911

* Vzf Binl = Stichting Voorzieningsfonds Binnenland ECF

**Vzf Buitl = Stichting Voorzieningsfonds Buitenland ECF

Supplementary Information

Appropriation of the result

The result for the year is at the disposal of the Board.

Events after the balance sheet date

No events have occurred since the balance sheet date and the approval of these financial statements that would require adjustments to these financial statements.

Annex A

Allocation ECF sponsor commitments / contractual obligations 2016:

Liabilities

Third party	Contributions to spend	Contractual obligations
British Council	11,896	
Fondazione Cariplo	25,000	
Fonds voor Cultuurparticipatie	50,000	
Mercator Stiftung	50,000	
Robert Bosch Stiftung	150,000	
Erasmus +	133,557	
EU Funds through Goethe Institut	44,200	
Gemeente Limburg	8,000	
Anadolu Kultur A.S.		59,265
Erasmus + DocNext Observatory		101,958
MitOst		563,278
Connected Action Programme Hubs		68,919
Stichting Holland Festival		25,000
Various		24,300
	<u>472,653</u>	<u>842,720</u>

Assets

Third Party	Sponsor commitments	Deferred expenses
British Council	-	
Fondazione Cariplo	125,000	
Fonds voor Cultuurparticipatie	10,000	
Mercator Stiftung	50,000	
Robert Bosch Stiftung	100,000	
SDC	-149,917	
Stichting Euregio Maas-Rijn EMR	4,000	
EU Funds through Goethe Institut	89,000	
Erasmus +	91,934	
Prins Bernhard Cultuurfonds	666,335	
Anadolu Kultur		54,886
DNO Hubs		94,182
Stichting Holland Festival		25,000
MitOst		540,684
Connected Action Programme Hubs		28,672
Connected Action IdeaCamp		13,137
Various Operations		40,115
Various		1,700
	<u>986,352</u>	<u>798,376</u>

Annex B

The ECF is committed to spend at least 90% of its total Lottery income on its activities, based on the average Lottery income of the previous 3 years.

Calculations

	4,244,598	Lottery income 2015
	4,586,798	Lottery income 2014
	4,955,416	Lottery income 2013
Lottery income previous years	4,595,604	Lottery income average
Minimum to spend (90% limit of Lottery income)	4,136,043	90% limit
	5,611,904	total expenditures 2016
	-936,071	minus 3rd party income 2016
	-56,800	minus government income 2016
Net expenditure	4,619,033	actual amount 2016
Lottery income previous 3 years	4,595,604	actual amount
Minimum to spend (90% limit of Lottery income)	4,136,043	actual amount
Net expenditure	4,619,033	actual amount 2016
	482,990	spending above limit

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of European Cultural Foundation.

A. Report on the audit of the financial statements 2016 included in the annual report.

Our opinion

We have audited the financial statements 2016 of European Cultural Foundation based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of European Cultural Foundation as at 31 December 2016 and of its result for 2016 in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2016;
2. the statement of income and expenditure for 2016; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of European Cultural Foundation in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Report on the other information included in the annual report.

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the Director's Report;
- Annex A, B and Acknowledgements.

Oranje Nieuwoudse 1
1075 AH Amsterdam
Postbus 53018
1007 HA Amsterdam

Teléfono 020 571 13 45
E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374885

Dubois & Co. Registeraccountants is een maatschap van stakingsvennootschappen. De alle opdrachten die aan ons kantoor worden verleend zijn onze algemene voorwaarden van toepassing. Deze voorwaarden, waarvan de tekst is opgenomen op de website www.dubois.nl, bevatten een aansprakelijkheidsbeperking.



Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. The Director is responsible for the preparation of the other information, including the Director's Report, in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the Director/Supervisory Board for the financial statements

The Director is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board is responsible for such internal control as the Director determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Director is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, Director should prepare the financial statements using the going concern basis of accounting unless Director either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Director should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.



Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Director;
- concluding on the appropriateness of Director's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 20 June 2017

Dubois & Co. Registeraccountants

Signed on original by:
J.J.H.G. Stengs RA



Acknowledgements

ECF is grateful for the longstanding partnership with the Prins Bernhard Cultuurfonds. As a result of this partnership, ECF acknowledges the annual financial contribution – via the Cultuurfonds – from the BankGiro Loterij and the Lotto.

We also thank all our partners who have financially supported us so generously in 2016:

- British Council
- British Council Egypt
- Fondazione Cariplo
- Fonds voor Cultuurparticipatie
- Mercator Foundation
- Robert Bosch Stiftung
- Stavros Niarchos Foundation
- Swiss Agency for Development & Cooperation

ECF is a member of the Vereniging Fondsen in Nederland (FIN), of Goede Doelen Nederland (previously Vereniging Fondsenwervende Instellingen (VFI)) and the European Foundation Centre (EFC).

ECF endorses the principles of the Code Wijffels: 'Code Goed Bestuur voor Goede Doelen' and the European Foundation Centre's Principles of Good Practice.

ECF has the ANBI ('Algemeen Nut Beogende Instelling') status, which means that the Foundation's objectives have been deemed to improve the well-being of the general public.

ECF also holds the seal of approval from the Central Bureau of Fundraising (CBF) in the Netherlands ('Keurmerk voor Goede Doelen').

Please visit www.culturalfoundation.eu/our-partners for a full list of ECF's partners.

Download our updated declaration of responsibility at culturalfoundation.eu/library/annual-report or request a copy at ask@culturalfoundation.eu



Colophon

Editors, Activities Report

Vicky Anning, Susanne Mors

Authors

ECF staff

Copy Editor

Bas Lafleur

Image Editor

Barbara van Santen

Editor, Financial Report

Hans-Peter Christen

Copy Editor, Financial Report

Susannah Gray

Layout and Design

Martin Takken

Printing

Trepico, Nijkerk

Published by the European Cultural Foundation (ECF), Amsterdam 2017

We have done our best to identify all copyright holders of the images, where copyright is applicable. Should there be any queries in this respect, please contact ECF at ↗ ask@culturalfoundation.eu

European Cultural Foundation

Jan van Goyenkade 5

1075 HN Amsterdam

The Netherlands

↗ www.culturalfoundation.eu



WHO WE ARE:

The European Cultural Foundation is an independent cultural foundation based in the Netherlands, which has been operating across Europe since 1954.

OUR VISION:

Culture is an invaluable resource for a positive future in Europe. It's the space where we negotiate ways of living together, understand our multiple identities and make it our home.

OUR MISSION:

Committed to make tangible impact on civil society, citizen initiatives, public opinion and policy proposals to combat the fragmenting forces that jeopardize peace and social progress in Europe.

www.culturalfoundation.eu

