

Declaration  
of Responsibility  
2016



**The European Cultural Foundation (ECF) is an independent cultural foundation based in the Netherlands, which has been operating across Europe and in neighbouring countries since 1954. We believe that culture engages and inspires people to transcend boundaries and that the connecting power of culture is essential for creating open, inclusive and democratic societies.**

## History & Background

ECF was founded in Geneva in 1954. Its founding figures include the Swiss philosopher Denis de Rougemont, the architect of the European Community Robert Schuman, and HRH Prince Bernhard of the Netherlands, under whose presidency the Foundation moved to its current base in Amsterdam. All these influential figures believed passionately in culture as a vital ingredient for Europe's post-war rebuilding and healing process. These efforts have since developed into the current state of economic, political and cultural interdependence in Europe.

Besides the English name and acronym (European Cultural Foundation/ ECF) which is most commonly used in our communications, due to our international background, ECF is also known as:

- Europese Culturele Stichting (ECS)
- Fondation Européenne de la Culture (FEC)

All three names are used in our Articles of Association, which are deposited with the Dutch Chamber of Commerce, however, we generally use European Cultural Foundation.

ECF has the ANBI 'Algemeen Nut Beogende Instelling' status, meaning that the Foundation's objective is to improve the wellbeing of the general public. This status comes with tax benefits for donors. Since our objectives are fully related to culture, we were granted the Cultural ANBI status. This status comes with additional tax benefits for donors. ECF itself is not tax-exempt.

Our RSIN 'Rechtspersonen en Samenwerkingsverbanden Informatienummer'/Fiscal number is: 002967327. Our Chamber of Commerce number is: 41199699.

Since July 2014 ECF has also held the CBF 'Centraal Bureau Fondsenwerving/Central Bureau for Fundraising organisations' keurmerk (seal of approval) for fundraising organisations.

## Vision / Mission / Values

### 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.

### Our values:

- **Democracy**
- **Diversity**
- **Trust**
- **Solidarity**
- **Interdependency**
- **Freedom**

## Articles of Association

ECF adheres to its Articles of Association and its By-Laws. Both were approved by the ECF Supervisory Board, on 17 December 2015 and 7 December 2011. On a regular basis we assess with our Supervisory Board if these documents are still accurate and if needed they are reviewed and updated. The latest version of our Articles of Association is deposited at the Dutch Chamber of Commerce.

## Income

ECF has three main sources of income:

### 1. Income from the lotteries

Through a longstanding agreement with the Prins Bernhard Cultuurfonds ECF receives 25% of the Prins Bernhard Cultuurfonds' lottery income.

### 2. Fundraised income

ECF receives funding from commercial, non-profit and government institutions. We actively pursue these opportunities. Not all income received from the above mentioned parties is considered fundraised income according to the definition of the CBF.

### 3. Income from ECF's securities portfolio

ECF has a reserve in the form of a securities portfolio which is externally managed by an asset manager. Our ambition is to cover our overhead expenses with the income generated through this securities portfolio. Furthermore, this securities portfolio functions as a buffer, allowing the organisation to continue operating for a limited period of time in case there is a drop in income.

# Adherence Code Wijffels

ECF endorses the principles of the Code Wijffels: 'Code Goed Bestuur voor Goede Doelen' (Code of Good Governance for Charities). In line with this we adhere to the following three principles:

## 1. A clear separation between the roles of:

- Management (ECF's Director)
- Supervision (ECF's Supervisory Board)
- Execution (ECF's employees)

## 2. Optimising interaction with stakeholders

## 3. Optimising effectiveness and efficiency of expenditure.

## 1. A clear separation between management, supervision and execution

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.

### MANAGEMENT – Director's responsibilities

ECF's management consists of one Director. The Director is responsible for representing the Foundation, and carries the responsibility for overall management, strategic development, execution of the Foundation's strategy, management of the Foundation's resources (human and monetary) and fund development.

At least twice a year, the Director formally reports to the Supervisory Board in a meeting in which the Director, Supervisory Board and Strategic Team (ST) are present. However, more regular and informal contact is maintained outside these meetings with individual members of the ECF Supervisory Board.

Every second week, the Director meets with the ST to discuss strategic matters. The ST consists of the Head of Advocacy, Research & Development and the Head of Business Development & Communications. The ST and their respective teams are responsible for the execution of ECF's strategy, as well as development and execution of ECF's procedures and policies. Every second week (alternating with the ST meetings) the Director and the ST meet with the team leaders at the Managers' Meeting. In this meeting day-to-day business is discussed.

**Current Director of ECF**

Katherine Watson is the current Director of ECF. She was appointed in June 2010.

**Prior to this appointment, Katherine Watson held the following positions:**

- Associate Director of ECF (2009-2010)
- Director, LabforCulture.org (2006-2010)
- Founder and Vice-President, Meta4 Creative Communications Ltd. (2003-2006)
- Executive Producer, www.terminus1525.ca (2001-2005)
- Independent Producer and Cultural Consultant (2000-2001)
- Festival Director, UKaccents, British Council & British High Commission (1998-1999)
- General Manager and Associate Director, Le Groupe Dance Lab (1989-1998)
- Teacher, event programmer, cultural manager (1982-1989).

**Additional roles:**

- Vice-Chair of Management Committee, European Foundation Centre, Belgium
- Governing Council Member, European Foundation Centre, Belgium
- Management Committee Member, European Foundation Centre, Belgium
- Supervisory Board Member, Alliance Publishing Trust, UK
- Advisory Board Member, Eurotopics, BpB, Germany.

**SUPERVISION – Supervisory Board responsibilities**

The Supervisory Board is ECF's supervisory body. The roles and responsibilities of the Supervisory Board Members are stated in ECF's Articles of Association and By-Laws. The main responsibilities can be summarised as follows:

- Decide upon and evaluate the Foundation's strategy, and prioritise the Foundation's activities;
- Evaluate the efficient use of the Foundation's resources (approval of budget and Annual Report);
- Appoint the Foundation's Director, members of the Supervisory Board and the President.

**Current Supervisory Board Members**

At the end of this document a list of additional roles and responsibilities per Supervisory Board Member is published.

- Görgün Taner (*Chair*)
- Rien van Gendt (*Vice-Chair*)
- Arent Foch (*Treasurer, until 9 June 2016*)
- Rob Defares (*Treasurer, from 10 June 2016*)
- Isabel Alçada
- Christophe de Voogd
- Mária Hlavajová
- Nike Jonah
- Joachim Rogall
- Mats Rolén
- Igno van Waesberghe (*Advisor representing Prins Bernhard Cultuurfonds*)

### **Recruitment**

Appointments for ECF's Supervisory Board are based on a number of core criteria, including: expertise, international perspective, cultural, regional and demographic diversity, and a European network.

Additional functions must preferably be of value and should not lead to conflicting interests. In case of upcoming vacancies, the ECF's and Supervisory Board's extended network is informed and candidates are put forward.

### **Evaluation**

In 2014 the Supervisory Board started self-evaluating. The evaluation is performed based on a list of questions which were developed by the Supervisory Board Members.

### **Remuneration**

The Supervisory Board Members do not receive remuneration for their work. However, expenditure incurred for travel etc. is reimbursed on request.

### **The Executive Committee**

The Executive Committee consists of the Chair, Vice-Chair, Treasurer and Director. The Executive Committee meets at least twice a year. The mandate of the Executive Committee is to help prepare Supervisory Board meetings, lay the groundwork for taking decisions and give guidance to the Director.

The Audit Committee consists of the Chair, the Vice-Chair, the Treasurer, the Director and the Advisor from the Prins Bernhard Cultuurfonds.

### **President**

The President holds an extraordinary membership of the Supervisory Board. Her main responsibilities are:

1. Co-approval on decisions as specified in the Articles of Association.
2. Presence at Supervisory Board meetings, providing her views on matters or decisions as specified in the Articles of Association.
3. The President is involved in the organisation's strategy development, the evaluation of results and representation of the organisation.
4. The President does not chair the Supervisory Board but plays an active and visible role.

The current President is HRH Princess Laurentien of the Netherlands.

### **Term**

The term for Supervisory Board Members is four years, renewable once (maximum 8 years). The term for Executive Committee members is four years, renewable twice (maximum 12 years).

### **Conflict of Interest**

Supervisory Board Members are required to inform the Chair immediately of any activities, contracts/grants etc. that could lead to a potential conflict of interest. Potential conflicts of interest are declared at each Supervisory Board meeting. The Chair will decide whether the Supervisory Board Member will need to leave the room while a decision is being taken on a specific matter.

In addition, all Supervisory Board Members are required to sign a statement to declare their endorsement of the principles stated at the beginning of this document (Code Wijffels) and confirming that there is no conflict of interest between the responsibilities he/she fulfils for ECF and other relationships/positions he/she holds. This declaration is a requirement of the CBF seal of approval.

**EXECUTION – Employees’ responsibilities**

The Strategic Team (ST), together with their respective teams, is responsible for the implementation of ECF’s strategy, as well as development and execution of ECF’s procedures and policies. Every other week, the ST meets with all other team leaders to discuss current, operational matters (Managers’ Meeting). In the weeks where no Managers’ Meeting takes place the ST meets with the Director on strategic matters.

**2. Optimising interaction with stakeholders****Donors**

ECF’s largest donor is the Prins Bernhard Cultuurfonds (PBCF). Through a longstanding agreement between both organisations, ECF receives 25% of the PBCF’s lottery income. Every quarter there is a meeting with the organisations’ directors and their key staff to discuss strategy, operational activities, possibilities for exchange of information/knowledge and collaboration.

On a more informal level, there are regular meetings between project managers and other team leaders, exchanging ideas and information.

ECF receives funding from a number of different sources including: the Robert Bosch Foundation; Stiftung Mercator; Swiss Agency for Development and Cooperation; Fondazione Cariplo; Stavros Niarchos Foundation; Fonds voor Cultuurparticipatie; British Council; Gulbenkian Foundation UK; Amsterdam Fonds voor de Kunst and the European Commission. An overview of all amounts received per source is included in ECF’s annual accounts.

ECF maintains contact with all these organisations on different levels. ECF has had a longstanding relationship with many organisations, such as the Robert Bosch Foundation and Stiftung Mercator, and a multitude of projects have been funded by these foundations. At a programme level, as well as at director level, ECF maintains good and regular contact with all of these parties.

**Grantees**

The recipients of ECF grants, whether a Step Beyond Travel Grant, or an R&D Grant, represent the future of culture in the regions where ECF is active. They are ECF’s eyes and ears in the regions. ECF maintains contact with a large number of grantees through its network and social media channels. Additionally, some grantees become advisors, partners or participants in another ECF project, a contributor to one of our publications, or (successfully) apply for another grant.

**Partner organisations**

In order to make optimum use of each other’s resources (staff, expertise, network etc), ECF often undertakes projects with one or multiple NGO project partners. Examples are the *Tandem* projects where ECF works closely together with MitOst; the *Balkans Arts and Culture Fund* with art4angle and the *Connected Action for the Commons* (Networked Programme) where ECF works together with: Culture 2 Commons, Les Têtes de l’Art, Krytyka Polityczna, Oberliht, Platoniq and Subtopia.

For all these partnerships, a contract is agreed and evaluation mechanisms are in place. An example of such an evaluation mechanism is the narrative and financial reporting done at the end of a project before the receipt of the final installment of ECF’s monetary contribution.

ECF's communication with our project partners is ongoing, with regular updates about new developments and potential for collaboration. This contact is at different levels, with directors meeting more formally, and programme managers having more frequent and informal contact, concerning the contents and progress of a project.

### **Target audience**

ECF's target audience varies from cultural workers in the countries in which we are active to (cultural) policy-makers and politicians involved in culture all over Europe and its neighbouring countries. Over the last few years, we have increased our focus on developing an audience in the Netherlands, working with Dutch partners and organising events in the Netherlands.

Communication with our target audience is evolving. ECF is moving towards the use of a digital Annual Report, as well as launching new websites on which large communities share their experiences, and increasingly using social media such as Twitter, Facebook and LinkedIn. We have also developed the ECF Labs an interactive platform, an engine for communities which allows for sharing, discussion, creation and more.

### **Employees**

Our most valuable asset is our staff. ECF's team consists of 32 employees. The team is motivated, dedicated and driven to making a difference.

Clear communication with our team is of utmost importance. We are a small team and communication/reporting lines are short. We keep everyone updated on everything that is relevant to the organisation through regular team meetings. In addition, we use our intranet to share information and latest news. Full staff meetings are held every six weeks.

The organisation uses a confidential advisor to support employees who are dealing with unwanted behaviour in the workplace (sexual intimidation or harassment, discrimination, bullying, aggression and violence). ECF will not tolerate these kinds of behaviour. Next to a Grievance Procedure ECF has described a Whistleblowing Policy and accompanying procedures in the Staff Manual.

Since 2015 ECF has a 'Personeelsvertegenwoordiging' (PVT; employee representation group), consisting of three elected staff members. The PVT has quarterly meetings with the Director and HR Manager. Its aim is to ensure discussion and dialogue between management and staff on a regular basis.

### **Press**

With a focus on increasing the brand awareness of our target groups, the European press is a very important stakeholder. The interaction with the press is on an ad hoc basis, yet the frequency of communication continues to increase. Currently ECF enjoys a better understanding from the Dutch press in terms of the organisation mission and activities. This makes it easier to convince journalists and editors that a piece of information is worth printing or an event/activity is worth reporting on.

### 3. Optimising effectiveness and efficiency of expenditure

ECF manages a wide range of instruments to monitor the efficiency and effectiveness of our expenditure. The most important instruments we use are mentioned below.

#### **Fund Development**

On a monthly basis a financial overview is provided representing the status of all sponsor commitments. All committed, pending and potential contributions are listed and compared with the current budget. At the monthly Fund Development meetings the status of the sponsorships are discussed by the Fund Manager and the ECF budget holders.

#### **Monthly reporting**

A monthly financial report can be generated automatically through a link with our accounting system (Exact). Budget managers have real-time, online access to these reports.

#### **Quarterly reporting**

Each quarter, a management report is compiled providing ample information about ECF's income, expenditure and balances. It provides analysis against budgets and explanation on project expenditure. Additionally it gives an estimate of the expected expenditure for the full year. The quarterly reports are shared with the Treasurer, the Supervisory Board, all ECF budget holders and the management of the Prins Bernhard Cultuurfonds.

#### **Contractual obligations**

Each quarter an overview is compiled representing all outstanding, contractual, obligations at the end of the quarter. These are shared with all budget managers for monitoring and analysis.

#### **Ad-hoc reporting**

On a regular basis ad-hoc reports are being generated for specific projects or cost codes in order for the managers of these projects/the Finance team to analyse expenditure.

#### **Treasurer reports**

The Treasurer receives monthly reports on specific cost codes (director's expenses, credit card expenses) and payments above a certain amount (EUR 20,000). This allows him to monitor ECF's spending. Additionally, the treasurer signs off on all contracts over EUR 20,000.

#### **Reporting guidelines**

There are clear reporting guidelines for grantees, which are agreed in the contract. Only upon receipt of a report that shows the agreed progress and results will the next or final installment be transferred. Grantees and partners need to comply with ECF's guidelines considering reporting and crediting the Foundation.

If a grantee/partner has not completed the project within the agreed timeframe, ECF could decide to cancel the outstanding grant. Each year all cancelled grants are reported to and approved by the ECF Supervisory Board. The total amount of cancelled grants is reflected in the ECF annual accounts.

#### **Authorisation of contracts**

The Treasurer signs all contracts over EUR 20,000.

**External auditor – Annual Accounts**

After performing the annual audit ECF's external auditor (Dubois & Co) reports its findings to the Executive Committee. Dubois & Co prepares the auditor's report and a management letter, which reflects their findings. Both documents are shared with the Supervisory Board, which approves the Annual Report. Following ECF's statutes, the Supervisory Board approves the auditor that audits the annual accounts.

ECF follows guideline 650 for the reporting of their annual accounts. These are guidelines for fundraising organisations.

**External auditor – Donor reporting**

Several organisations that fund ECF's activities require an audit report as part of the final project report. ECF works with several auditors to comply with these requirements.

Our choice of auditor depends on the specific requirements of the funder, location of the project, location of the main partner (generally responsible for administration) and expertise of the auditor. Budget is a consideration, but the quality of the audit exceeds this consideration in importance.

# Annex: ECF Supervisory Board Members 2016

## President

### **HRH Princess Laurentien of the Netherlands**

UNESCO Special Envoy on Literacy for Development  
 Reading and Writing Foundation, The Hague – Founder and Honorary Chair  
 Missing Chapter Foundation – Founder and Managing Director  
 NLBB Association of people with reading disabilities – Patron  
 Dutch Language Society (Genootschap Onze Taal), The Hague – Patron  
 Association of Public Libraries, The Hague – Honorary Chair  
 Fauna & Flora International, Cambridge, UK – President  
 European Climate Foundation, The Hague – Fellow  
 Major Alliance, The Hague – Executive Fellow

## Chair

### **Görgün Taner (TR)**

Istanbul Foundation for Culture and Arts, Istanbul – General Director  
 Istanbul Modern, Istanbul – Board Member  
 HEC Montreal, Montreal – Member of International Advisory Board  
 Allianz, Istanbul – Advisory Board Member  
 German Turkish Youth Bridge, Istanbul/Düsseldorf – Advisory Board Member

## Vice-Chair

### **Rien van Gendt (NL)**

Jewish Humanitarian Fund, The Hague – Board Member  
 Bernard van Leer Stiftung, Lucerne – Board Member  
 Rockefeller Philanthropy Advisors, New York – Board Member  
 IMC Weekend School, Amsterdam – Board Member  
 EDLI Foundation – The Hague, Board Member  
 Sofam BV, Hilversum – Chairman Board  
 Partex BV, Amsterdam – Managing Director

## Treasurer

### **Until 9 June 2016: Arent Foch (NL)**

Foreman Capital, Amsterdam – Managing Director  
 Vereniging Rembrandt, The Hague – Vice-Chair  
 Prins Bernhard Cultuurfonds, Amsterdam – Advisor  
 Stichting African Parks Foundation, Amsterdam – Board Member

### **From 10 June 2016: Rob Defares (NL)**

IMC B.V., Amsterdam – General Director  
 Rijksakademie van Beeldende Kunsten, Amsterdam – Supervisory Board Member  
 Trust Fund Rijksakademie, Amsterdam – Supervisory Board Chair  
 IMC Weekendschool, Amsterdam – Board of Trustees Chair  
 Association Proprietary Traders, Gouda, NL – Board Member  
 Amsterdam Art, Amsterdam – Board Member  
 MCA Museum of Contemporary Art Chicago, Chicago – Board of Trustees Member  
 Hartwig Medical Foundation, Amsterdam – Supervisory Board Member  
 Stichting Hartwig Foundation, The Hague – Supervisory Board Chair  
 Stedelijk Museum, Amsterdam – Supervisory Board Member

## Members

### Isabel Alçada (PT)

Research Centre for Interactive Technologies, Universidade Nova, Lisbon  
– Researcher  
Nova Medical School Council, Lisbon – Chair  
Counsellor to the President of the Portuguese Republic  
Foundation Belmiro de Azevedo - EDULOG – Member of the Advisory Board

### Christophe de Voogd (FR)

Institute of Political Studies, Paris – Associate Professor  
Fondation pour l'innovation politique, Paris – Member of the Scientific Board  
Prix d'Amsterdam, Paris – President of the Jury

### Mária Hlavajová (SK)

BAK, basis voor actuele kunst, Utrecht – Artistic Director  
De Zaak Nu, The Hague – Board Member  
Bergen Assembly, Bergen – Advisory Board Member

### Nike Jonah (UK)

Creative Scotland – Consultant  
Queen's Anniversary prize – Reader  
Powerlist 100 – Selection Panel  
Duckie – Consultant  
Vrystaat Arts Festival, South Africa – Consultant  
Birmingham Contemporary Music Group, Birmingham, UK – Board Trustee  
The Bush Theatre, London – Board Trustee

### Joachim Rogall (DE)

Network of European Foundations NEF, Brussels – Board Member  
BRIE - Romanian-Bulgarian-German European University Rousse/Bulgaria – Board Member  
University of Klausenburg/Cluj-Napoca, Romania – Senator h.c.  
Kompetenznetzwerk “Institutionen und institutioneller Wandel im Postsozialismus” Munich – Board Member  
Stiftung Deutsch - Russischer Jugendaustausch, Hamburg – Board Member  
Stiftung Karl Dedecius Literaturarchiv Frankfurt/O. – Board Member  
IDM Foundation (Institut für Digitale Medizin), Stuttgart – Board Member  
Interimsclub – Member  
Bundesverband Deutscher Stiftungen (Association of German Foundations), Berlin – Deputy Chair  
Club of Three, London – Member of the Steering Group  
Deutsch-Türkische Jugendbrücke (German-Turkish Youth Bridge), Düsseldorf – Board Member  
Stiftung Genshagen, Ludwigsfelde – Board Member

### Mats Rolén (SE)

Mats Rolén AB – Chair  
Mats Rolén AB – Consultant

### Advisor representing Prins Bernhard Cultuurfonds

#### Igno van Waesberghe (NL)

Prins Bernhard Cultuurfonds, Amsterdam – Vice-Chair of the Supervisory Board  
Japanmuseum SieboldHuis, Leiden – Advisory Board Member  
Van den Berch van Heemstede Stichting, The Hague – Treasurer  
Honorary Consul of the Republic of Poland, Amsterdam

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[www.culturalfoundation.eu](http://www.culturalfoundation.eu)