

Annual Report 2009

Table of Contents	Page
Foreword	1
1. ACTIVITIES 2009	2
1.1. Advocacy actions and policy work	2
1.2. Membership activities	3
1.3. Partnering in events	3
1.4. Structured Dialogue platforms	3
2. COMMUNICATIONS 2009	5
2.1. Website	5
2.2. Newsletter	6
3. MEMBERSHIP 2009	7
3.1. Membership list	7
3.2. Membership statistics	9
4. FINANCES 2009	12
4.1. Expenditures	12
4.2. How were we financed ?	12
Annex	
Summary of Activities 2009	13
Financial report 2009	14

Foreword from the President

2009 was an important year for Culture Action Europe. After the rebrand in 2008, we entered the year as a fully-fledged political platform for the arts and culture in Europe, and concentrated on the development of our advocacy activities.

2009 was also an important year for the European Union in institutional terms. First of all, it was a year of elections to the European Parliament - in June 736 MEPs were chosen to represent all EU Member States and the compositions of the Committees were revamped. In this respect, Culture Action Europe carried out a three-step advocacy action towards the European Parliament aimed at directing attention to cultural issues.

Shortly after the summer, the process of electing the new President of the European Commission together with 27 Commissioners started. Culture Action Europe monitored this process closely, looking at the changes in Commissioners' cabinets and portfolios and at Directors-General's appointments relevant for cultural policy issues.

In terms of policy, European cultural policy was in the spotlight during the second edition of the European Culture Forum, organised in Brussels in October. Culture Action Europe was highly visible during the event, playing a key role and raising important issues for the sector as interlocutor to the European Commission, the organiser of the event.

Apart from working on European level, we also continued to work with our members on national level. In this respect, the highlights for 2009 include new partnership events with members aimed at linking different levels of cultural policy making, as well as at developing advocacy capacities among Culture Action Europe members. Alongside these activities, we continued to present to and partner in numerous events.

Membership in Culture Action Europe has increased steadily - in the past five years more than 40 new members have joined the organisation. In 2009, the membership continued to increase, and by the end of the year, Culture Action Europe counted 89 members. Loyalty to the network continued to be high with a low drop out rate. In 2009, Culture Action Europe made an analysis of the members' activities and policy interests on the basis of the texts published on their websites - the analysis showed that 40% of the members define part of their activities as 'advocacy actions'.

In addition to the activities mentioned above, we continued to deliver tailor-made services to members and partners: a bi-monthly newsletter to the wider readership and policy briefings to members, which both provide insights to current European cultural policy issues. We remained actively involved in the Civil Society Contact Group and participated in a civil society fair at the European Parliament directed towards newly-elected MEPs.

This report shows the highlights of our activities in 2009. Today, as a consolidated and rebranded organisation, we continue to develop our policy work and advocacy activities towards our ultimate goal: to influence European policies for more and better access to culture across the continent and beyond.



Mercedes Giovinnazo
President

1. ACTIVITIES 2009

1.1. Advocacy actions and policy work

Culture Action Europe is an advocacy and lobby organisation promoting arts and culture as a building block of the European project. Our aim is to influence European policies for more and better access to culture across the continent and beyond. We provide customized information and analysis on the European Union, offer cultural actors a space to exchange and elaborate common positions, and develop advocacy actions towards European policymakers. Our key advocacy actions undertaken in 2009 are mentioned below.

Towards the European Parliament

2009 was an important year for the European Parliament as the election of MEPs for a new 5-year mandate took place, which implied the re-composition of the Culture Committee. In this context, Culture Action Europe carried out a 3-step advocacy action aimed at raising awareness about the importance of cultural issues among the newly elected MEPs.

In April, we sent a letter to all the political groups in the European Parliament, underlining the importance of supporting cultural issues in the next parliamentary mandate.



In May, we co-ordinated a lobby action providing a standard letter to all Culture Action Europe members to send to candidate MEPs – encouraging them to join the Culture Committee.

In June, together with the European Music Council, we sent a flyer to all MEPs to encourage them to support cultural issues – independently of the Committee in which they may

sit.

European Cultural Forum

The European Cultural Forum, organized by the European Commission, was the flagship event of the DG Education and Culture in 2009, supporting the Agenda for Culture and following on from the first forum in Lisbon in 2007. Over 1,000 people registered for the event, which provided a key opportunity for Culture Action Europe members to be visible as a shaping voice for cultural policy in Europe.

Culture Action Europe was represented in numerous sessions of the Forum, by our Chair Mercedes Giovinazzo as a panelist, and by our Vice-Chair Chris Torch in his capacity as one of the three rapporteurs of the conference, giving Culture Action Europe a high visibility during the event.

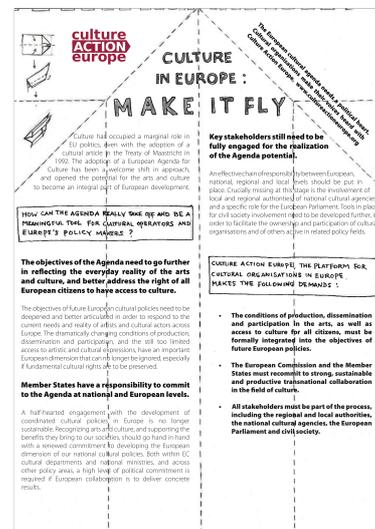
We delivered two info sessions during the conference: a presentation on the Access to Culture platform and, in partnership with Labforculture, a presentation on civil society and culture.

The Civil Society Contact Group (CSCG)

In 2009 – we attended the monthly board meetings of the CSCG and participated in the working group on Budget Reform. In April, Policy Analyst Daphne Tepper represented Culture Action Europe joining a delegation to meet with a cabinet member of Commissioner Grybauskaitė on the budget reform process. In October, we joined with CSCG members to organize an ‘NGO Fair’ in the European



Parliament – a 3-day event to present the wide range of NGOs to the newly elected MEPs. We had a lively stand, supported by many



members, and met many new MEPs. This event also contributed to a better positioning of the cultural sector as an important player in the NGO environment. In September, Secretary-General Ilona Kish represented Culture Action Europe in joining the CSCG delegation to the European Ombudsman.

1.2. Membership activities

Our 2009 **Annual General Meeting** (AGM) took place in Brussels during the European Culture Forum organized by the European Commission. Many members attended the meeting, also inviting their own members and partners. In the framework of the AGM, we organized a pre-forum briefing session and a post-forum follow-up and action plan discussion.

It is a key priority of Culture Action Europe to support members' activities, contribute to strengthen the knowledge and expertise of the members, and work in partnership in developing a strong advocacy agenda. In 2009, we therefore delivered a series of expert **policy briefings** on the following topics:

February	April	June	September
Policy briefing on the Structured dialogue process – analysis of political opportunities and current state of play	Policy briefing on the EP elections – potential re-distribution of power in the EP	Policy briefing on the structured dialogue process prior to plenary sessions	Policy briefing on the European actions in the culture field prior to the European Culture Forum

Together with policy briefings from 2008 (to be continued in 2010), this constitutes an important body of knowledge that Culture Action Europe members can use in their own advocacy work.

To complement the briefings, we also produced a **'Reader'** compiling key legislative and declarative texts from the Council of Europe, the European Commission, the European Parliament and the Council of Ministers on key culture issues from the past 50 years. A copy of the Reader was given to all members and partners, and to date over 200 copies have been produced and distributed.

1.3. Partnering in events



In 2009, we developed a new way of working intensively with members - offering the time and expertise of the office staff to work closely on the development and execution of a member's event. We partnered with the **Reseau des Arts à Bruxelles/Brussels Kunstenoverleg** on their ambitious Brussels Cultural plan, with **ITI in Germany** on the Status of the Artist conference, with **Relais Culture Europe** on a series of meetings and a publication for the Festival d'Avignon, with **Clulture network's** regional initiative presenting in Sarajevo and working on the Exit Europe conference in Zagreb, with **Intercult** on the Re:Designing Cultural Politics conference in Stockholm. In addition, we were present in many other events of our members. Hence, we presented to **Kunstfactor** in Utrecht, the **IETM** plenary in Bratislava, and **Amateo** in Utrecht.

In addition to the events carried out in co-operation with our members, in 2009 Culture Action Europe also presented at non-member events and partnered with other institutions' conferences. Most importantly, we presented to the IFACCA World Summit on Arts and Culture in Johannesburg and partnered with the Council of Europe in the conference Focus '89 on the subject of cultural policies in the new EU Member States.

We also delivered training on advocacy and cultural policies to various organisations and bodies such as the Arts Council East Midlands (UK) and the civil society organisation Arterial Network in South Africa.

Partnering with members and non-members in events allows us to get more involved in contexts other than the European one, and to share our expertise on European cultural policies and other relevant

issues. In this way we are adding a European dimension to many debates held at national, regional and local levels at the same time as drawing from grass-root experiences to develop our policy work.

1.4. Structured Dialogue platforms

The structured dialogue platforms entered their first full year of operation in 2009. Apart from our role in co-founding and hosting the Platform for Intercultural Europe, Culture Action Europe made the commitment to be fully engaged in and support the activities of all three platforms throughout 2009 by participating in the platform board meetings, working groups and meetings with the Commission and Open Method of Co-ordination working groups.

June plenary meetings of the platforms

Culture Action Europe played a key role in the plenary meetings of the platforms taking place in June – we attended all three days of plenaries, and organized a joint plenary session for the three platforms. We drafted a recommendation paper to support synergies and co-operation between the three platforms, a recommendation paper on improving the dialogue between the platforms and the European Commission, and made recommendations concerning the interface between the platforms and the various Open Method of Co-ordination working groups.

17 Culture Action Europe members participate in the 3 platforms, and we are proud to say that they are among the most active and well-informed members of the platforms.

Platform for Intercultural Europe

2009 was an important year for the platform – deciding in 2008 to establish itself as an independent not-for-profit organization, applying for EU funding and moving forward in its organisational development. In 2009, Culture Action Europe continued to host the Platform for Intercultural Europe.

Vice-President Chris Torch was nominated to represent Culture Action Europe on the Platform's board where he played an active role, attending 3 platform steering group meetings during 2009.



At the end of 2009, we signed a partnership agreement with the platform, formalizing our mutual relationship.

Access to Culture platform

Culture Action Europe's President Mercedes Giovinazzo continued to chair the platform for Access to Culture. She attended three board meetings in Brussels throughout the year.

Policy Analyst Daphne Tepper played an important role in working with the secretariat of the platform to re-draft the final conclusions paper on access to culture and to giving a presentation at the platform plenary meeting in June 2009, summarizing the key positions of the platform.

Daphne Tepper also co-chaired the working group on participation together with the CAE member the European Festivals Association. She participated in four working group meetings of the Access to Culture platform.

Secretary-General Ilona Kish participated in the working group on Arts and Education and together with CAE member the European Association of Conservatoires, represented the platform in three working group sessions of the Open Method of Coordination group on synergies between arts and education.

Both Ilona Kish and Daphne Tepper participated in board meetings of the Access to Culture Platform.

Creative and Cultural Industries platform

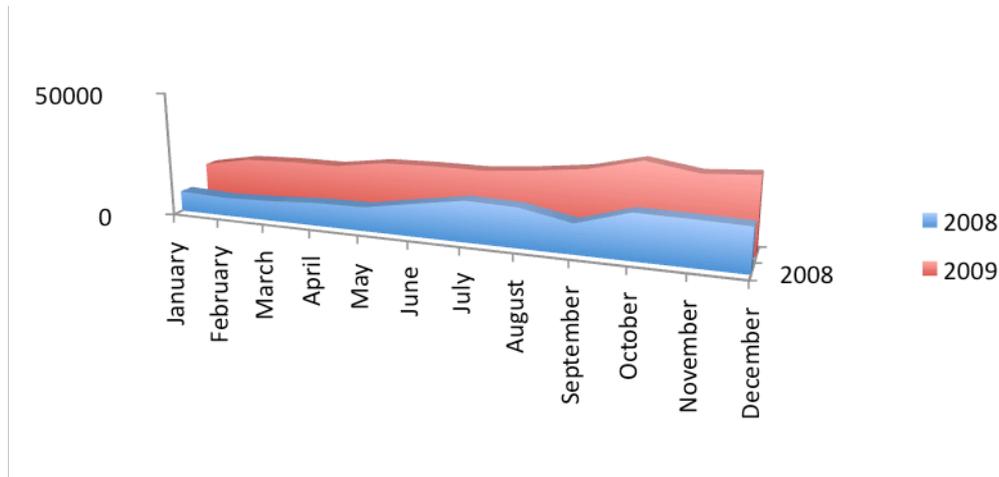
Ilona Kish took over the chairing of the working group on the interface between artists and cultural industries at the beginning of the year – and coordinated the report of the group to the platform.

She also attended the board meetings of the Creative and Cultural Industries platform, which met 7 times in Brussels during 2009. The Creative and Cultural Industries platform also prepared a recommendation report to the European Commission.

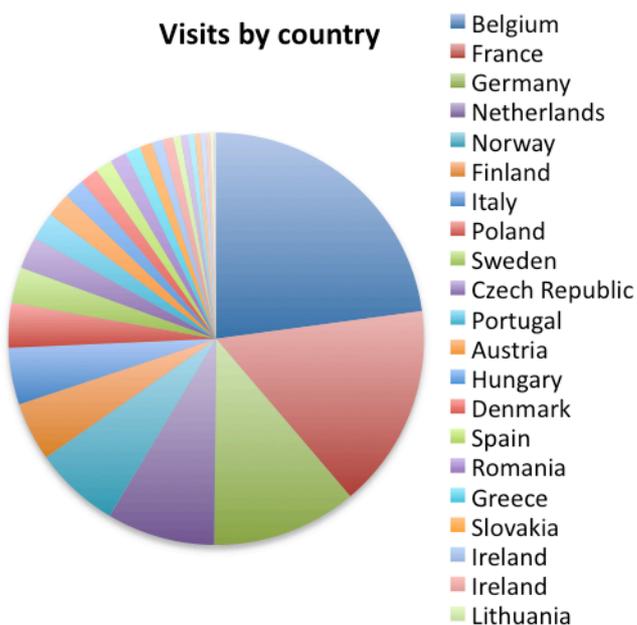
2. COMMUNICATIONS 2009

2.1. Website

The number of visitors to our website is growing every year, and in 2009 there was an exceptional increase of visitors compared to previous years. This certainly is an outcome of our successful rebranding. In 2009, visitors to the site increased from 15,000/month in 2008 to over 30,000 visitors/month.



Even if most of our visitors come from Belgium, France and Germany, there is also a slow but steady increase of visitors from countries such as Romania, Slovakia and Lithuania. We interpret the visits to our website as an indication for the future growth and development of the sector and will seek to embrace the broadest scope of visitors possible. Important to notice is the outcome of world statistics – when looked at by region, our website serves as a source of expertise and information not only for the EU countries but also beyond our continent. In 2009, international visits accounted for a slightly lower percentage than the EU ones.



2.2. Newsletters

The Culture Action Europe Newsletter is an electronic publication covering the latest developments on the European cultural policy scene, with a special focus on policy analysis and advocacy. In 2009, 6 bilingual editions (English/French) were sent out to a 8000+ distribution list (in February, April, July, September, October, December)

In our newsletters, we provide regular information regarding our policy work and updates on the activities of the European institutions and civil society in the cultural policy field with a special focus on:

- The European Agenda for Culture
- The OMC and the structured dialogue
- The EU presidencies' priorities in the cultural field
- The Culture programme
- DG EAC's and the EP Culture Committee's initiatives
- The mainstreaming of culture in other EU policy fields
- Elections to the European Parliament
- Nomination of the new European Commission

In addition, over 50 members' news items were published in the 6 editions of our newsletter in 2009.

During the last months of 2009, we started a pilot communication project, the News Digest. The News Digest is different from the newsletter in that it does not analyse the European cultural policy news in depth but rather delivers a sketch of the current news, not only related to the cultural field, and refers an interested reader to relevant sources, be it in the press or on an institution's website. It was designed to keep our members up-to-date with Brussels events and provide information on the general political environment on more regular basis. From September to December, this bi-weekly service was tested among the Executive Committee members who, during the last Executive Committee meeting, gave the green light for establishing the News Digest as a new membership communication tool from 2010 onwards.

3. MEMBERSHIP 2009

Culture Action Europe has two categories of members. The first category is “full membership” –civil society cultural organisations, associations and networks can apply to become a member in this category. The second category, of “associate membership”, is open to national or regional level “arm’s-length” organisations. Any organisation which is legally established according to the laws of its country of origin, and which is adhering to the aims of Culture Action Europe, is welcome to join Culture Action Europe. The membership is subject to a small fee – the exact amount is depending on the turnover of the organisation.

3.1. Members’ List

In 2009 we had 89 members, among which 83 were full members and 6 associate members.

1. ACCR - Réseau Européen des centres culturels installés dans des lieux historiques - <http://www.accr-europe.org>
2. Academy of Fine Arts Bratislava - <http://www.vsvu.sk>
3. AEC - Association Européenne des Conservatoires - <http://www.aecinfo.org>
4. AEF - Association Européenne des Festivals - <http://www.efa-aef.org>
5. AFO - Association Française des Orchestres - <http://www.france-orchestres.com>
6. Agence Luxembourgeoise d'Action Culturelle - <http://www.gouvernement.lu>
7. Amateo – <http://www.amateo.info>
8. ARCI – <http://www.arci.it>
9. Ars Electronica Linz - <http://www.aec.at>
10. Artistic Centre Fabryka Trzciny - <http://www.fabrykatrzczyn.pl>
11. Baltic Sea Cultural Centre - <http://www.nck.org.pl>
12. Banlieues d'Europe - <http://www.banlieues-europe.com>
13. Belarus Free Theatre - <http://www.dramaturg.org>
14. BJCEM - Biennale des Jeunes Créateurs de la Méditerranée - <http://www.bjcem.org>
15. BKJ - German Union of Federal Associations for cultural youth education - <http://www.bkj.de>
16. BKO/RAB – Brusselskunstenoverleg/Reseau des Arts a Bruxelles – <http://www.brusselskunstenoverleg.be>
17. Budapest Observatory - <http://www.budobs.org>
18. BSZ - Bundesvereinigung Soziokultureller Zentren <http://www.soziokultur.de>
19. CEATL - Conseil Européen des Associations de Traducteurs Littéraires - <http://www.ceatl.org>
20. Clubture - <http://www.clubture.org>
21. CNC - Centro Nacional de Cultura - <http://www.cnc.pt>
22. Cultuurnetwerk - www.cultuurnetwerk.nl
23. Cyprus Centre of the ITI – <http://www.cyprus-theatre-iti.org>
24. EDUCULT - <http://www.educult.at>
25. ELIA - European League of Institutes of the Arts - <http://www.elia-artschools.org>
26. EMC - European Music Council - <http://www.emc-imc.org>
27. ENCC – European network of Cultural centres - <http://www.encc.eu>
28. ETC - European Theatre Convention - <http://www.etc-cte.org>
29. EUBO - European Union Baroque Orchestra - <http://www.eubo.org.uk>
30. Euclid International - <http://www.euclid.co.uk>
31. EUCO - European Union Chamber Orchestra - <http://www.etc.gb.com>
32. European Jazz Orchestra, Swinging Europe - <http://www.swinging-europe.com>
33. Europe Cantat - www.europacantat.org
34. European Jazz Orchestra – <http://www.swingingeurope.it>
35. EWC - European Writers Council - <http://www.europeanwriters.eu>
36. FUSIC - Fundacio Societat i Cultura - <http://www.fusic.org>
37. FVKV - Federatie van Kunstenaarsverenigingen en Ontwerpers - <http://www.fkv.nl>

38. GAI - <http://www.giovaniantisti.it>
39. Haus der Kulturen der Welt - <http://www.hkw.de>
40. IAMIC - <http://www.iamic.net>
41. IETM - <http://www.ietm.org>
42. IG Kultur Austria - <http://www.igkultur.at>
43. IFEA Europe - www.ifeaeurope.com
44. IGBK - European Secretariat of Cultural NGOs in Germany - <http://www.igbk.de>
45. Institut für KulturKonzept - <http://www.kulturkonzepte.at>
46. Interarts - <http://www.interarts.net>
47. Intercult - <http://www.intercult.se>
48. International Cultural Centre Krakow - <http://www.mck.krakow.pl>
49. IETM - <http://www.ietm.org>
50. IG Kultur Austria - <http://www.igkultur.at>
51. Isis Arts - <http://www.isisarts.org.uk>
52. ITI – Germany - <http://www.iti-germany.de>
53. Jeunesses Musicales Internationales - <http://www.jmi.net>
54. KupoGe - <http://www.ccp-deutschland.de>
55. Kulturpont Iroda - <http://www.kulturpont.hu>
56. Kunstconnectie - <http://www.vkv.nl>
57. Kunsten 92 - <http://www.kunsten92.org>
58. Kunstenaars & Co - <http://www.kunstenaarsenco.nl>
59. Kunstfactor – <http://www.kunstfactor.nl>
60. LAF - Literature Across Frontiers - <http://www.lit-across-frontiers.org>
61. Locus - <http://www.locusnet.be>
62. LOD – <http://www.lod.be>
63. NCK – Nordic centre for Heritage learning – <http://www.nckkultur.org>
64. Opera Europa - <http://www.opera-europa.org>
65. PEARLE* - <http://www.pearle.ws>
66. ProCulture - <http://www.proculture.cz>
67. Resartis - International Association of Residential Arts Centres - <http://www.resartis.org>
68. RESEO - Réseau européen des services éducatifs d'opéra - <http://www.reseo.org>
69. Riksteatern Sweden – <http://www.riksteatern.se>
70. SCCA - Centre for contemporary arts, Ljubljana - <http://www.scca-ljubljana.si>
71. SICA - Service Centre for International Cultural Activities - www.sica.nl
72. Smart – <http://www.smart.be>
73. SYNDEAC - <http://www.syndeac.org>
74. Team network – www.Team-network.eu
75. TEH - Trans Europe Halles - <http://www.teh.net>
76. Theatre Institute Bratislava - <http://www.theatre.sk>
77. Theatre Institute Prague - <http://www.theatre.cz>
78. UNITER - Union of Theatre People of Romania - <http://www.uniter.ro>
79. Visual Artists Ireland - <http://www.visualartists.ie>
80. VNT - Verenigenen Nederlandse Toneelzaal - <http://www.vnt.nl>
81. Voluntary Arts Network - <http://www.voluntaryarts.org>
82. VVC - Vereniging Vlaamse Cultuurcentra - <http://www.cultuurcentra.be>
83. Wallonie Bruxelles Theatre - <http://www.wbtheatre.be>

Associate Members:

84. Arts Council England - <http://www.artscouncil.org.uk>
85. Arts Council Ireland - <http://www.artscouncil.ie>

86. Conseil régional Nord-Pas de Calais - <http://www.nordpasdecalais.fr>
87. Office National de Diffusion Artistique – <http://www.onda-international.com>
88. Relais Culture Europe - <http://www.relais-culture-europe.org>
89. Wales Arts International - <http://www.wai.org.uk>

3.2. Membership Statistics

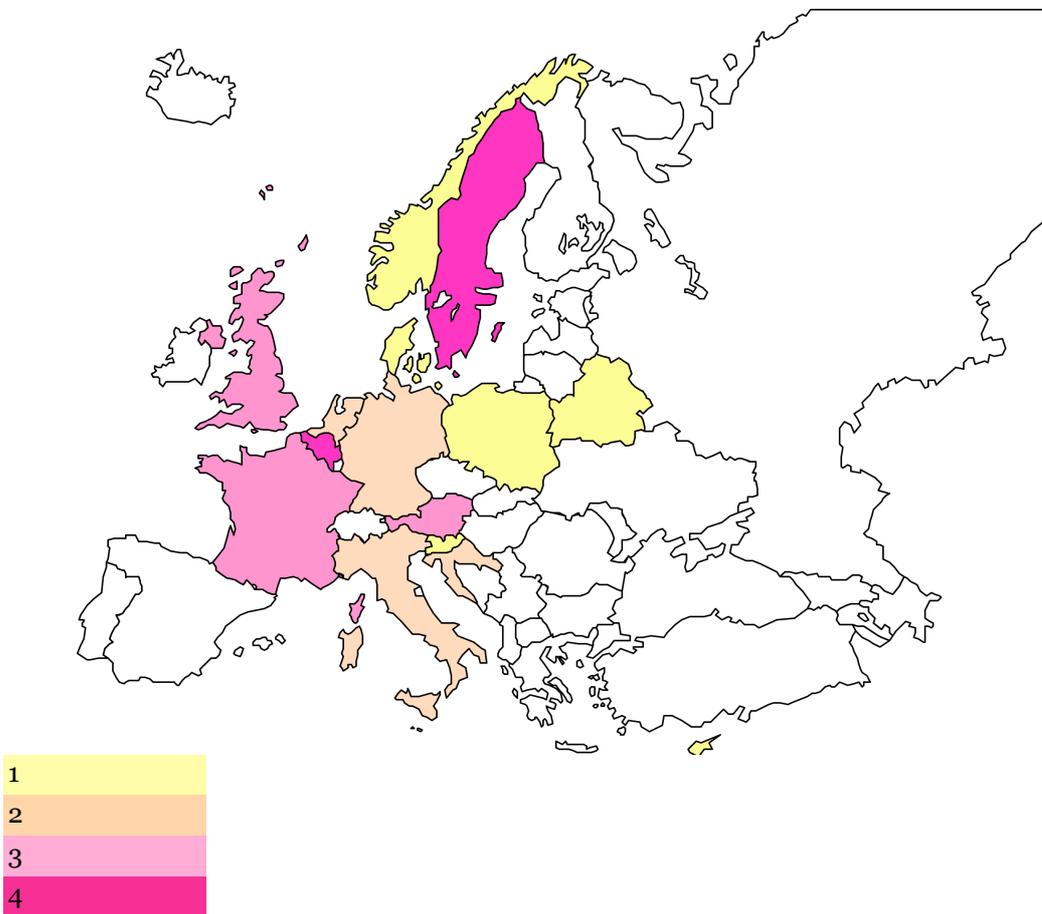
This paragraph presents a statistical overview of Culture Action Europe's membership, looking in particular at membership growth and members' loyalty to our network, members' expertise by sector and discipline as well as their advocacy activities.

New members since 2007

We have noticed a steady increase in our membership over the past years. During the last five years, 40 new members joined Culture Action Europe. Between 2007 and 2009 we got:

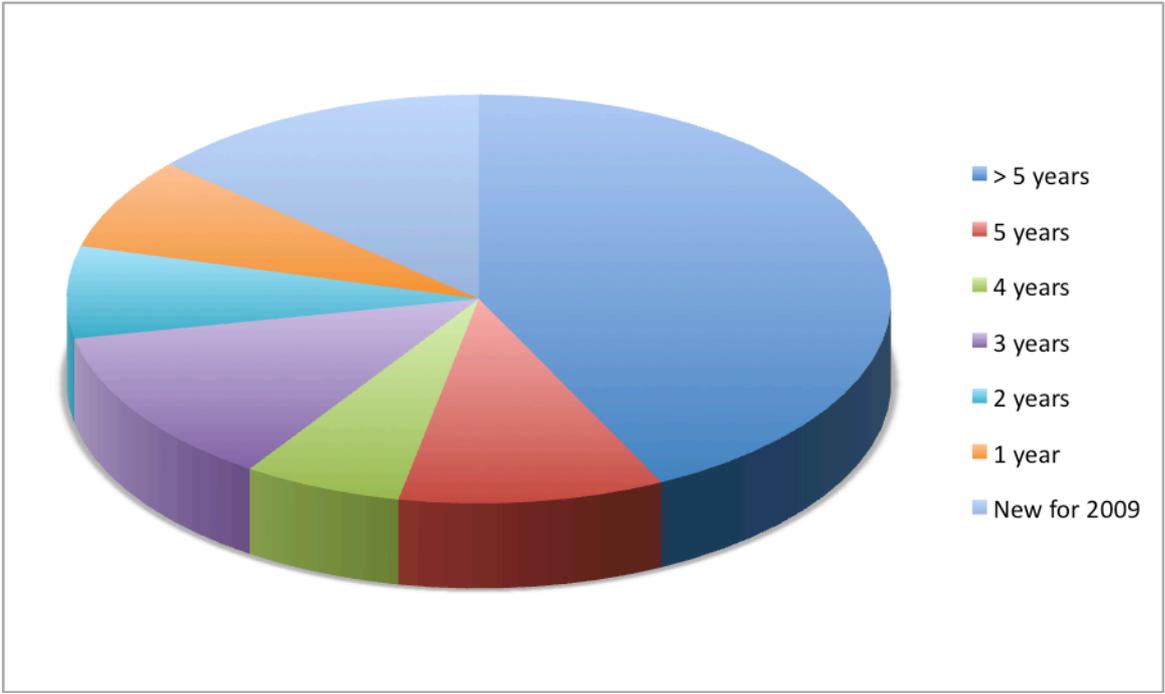
- 4 new members in: Sweden and Belgium
- 3 new members in: the UK, France and Austria
- 2 new members in: the Netherlands, Germany, Italy and Croatia
- 1 new member in: Poland, Norway, Belarus, Denmark, Slovenia and Cyprus.

That makes 31 new members in the last two years. In addition, our drop out ratio continues to be low.



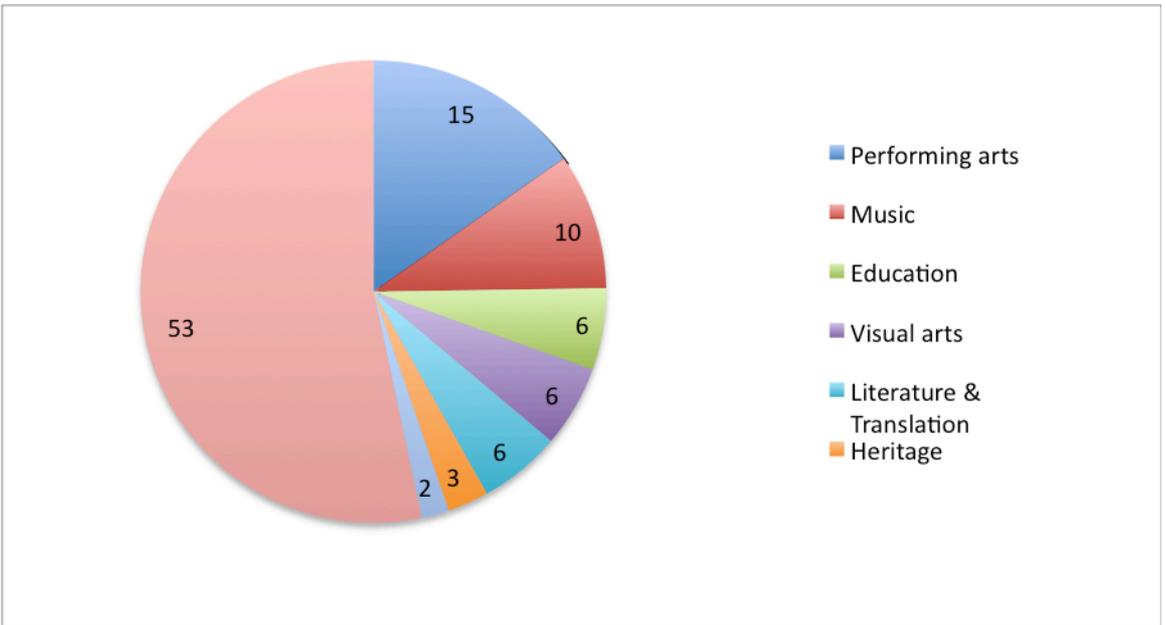
Loyalty of members

The majority of our members have stayed with us for more than 5 years. Other figures also confirm that the loyalty of members is high.



Members expertise by sector

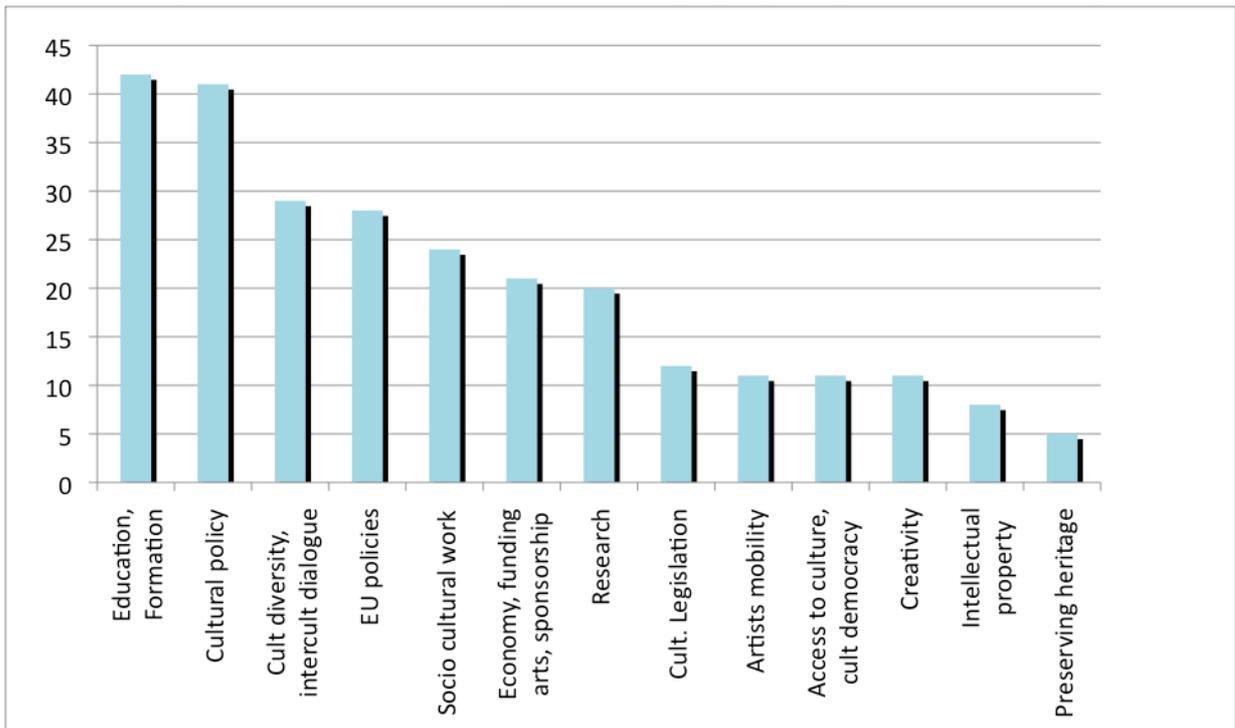
Most of our members come from the interdisciplinary field, operating between different disciplines. When it comes to individual disciplines, a rather high proportion of members operate in the performing arts and music sector. The remainder of members has their expertise almost equally spread between education, visual arts and literature, with a few members having expertise in heritage and other disciplines.



Members' expertise by policy area

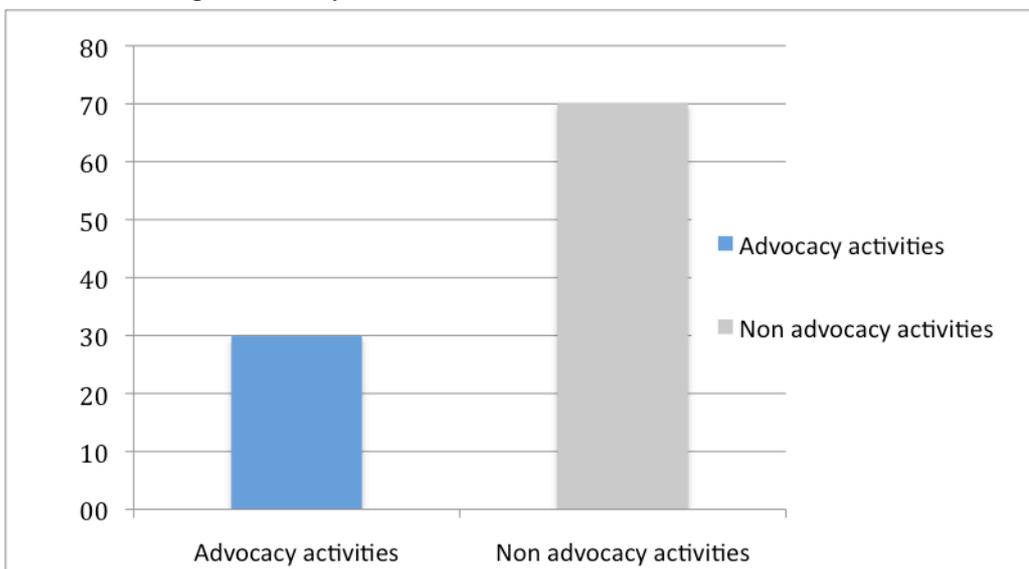
When it comes to policy expertise, most of Culture Action Europe's members have extensive knowledge of education and cultural policy. Other policy areas widely covered by our members' expertise are intercultural dialogue together with broader EU policies. Socio-cultural work and economic policy as well as research are other domains that fall into Culture Action Europe members'

expertise. Among other policy-related areas covered by our vast membership are: cultural legislation, artists' mobility, access to culture, creativity, intellectual property and preservation of heritage.



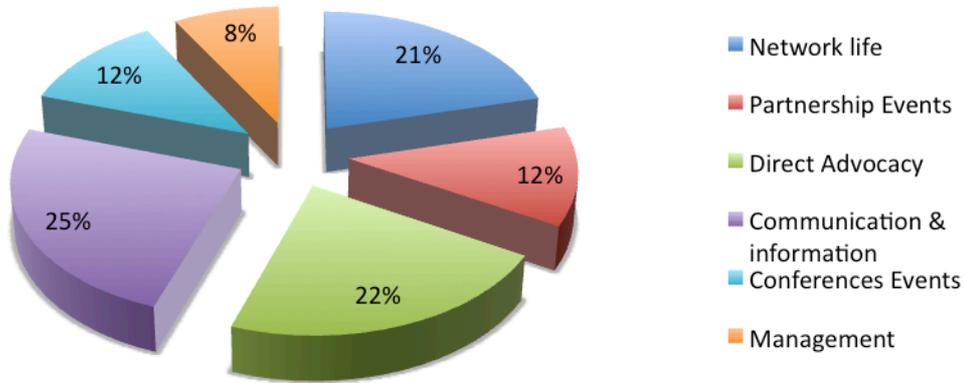
Members active in advocacy

According to our survey, which tracked the information distributed in our newsletters and its use by our members, 30% of Culture Action Europe members conduct advocacy activities. Developing capacity for advocacy at the national level in general, and among our members in particular, will be one of our main goals in the years to come.

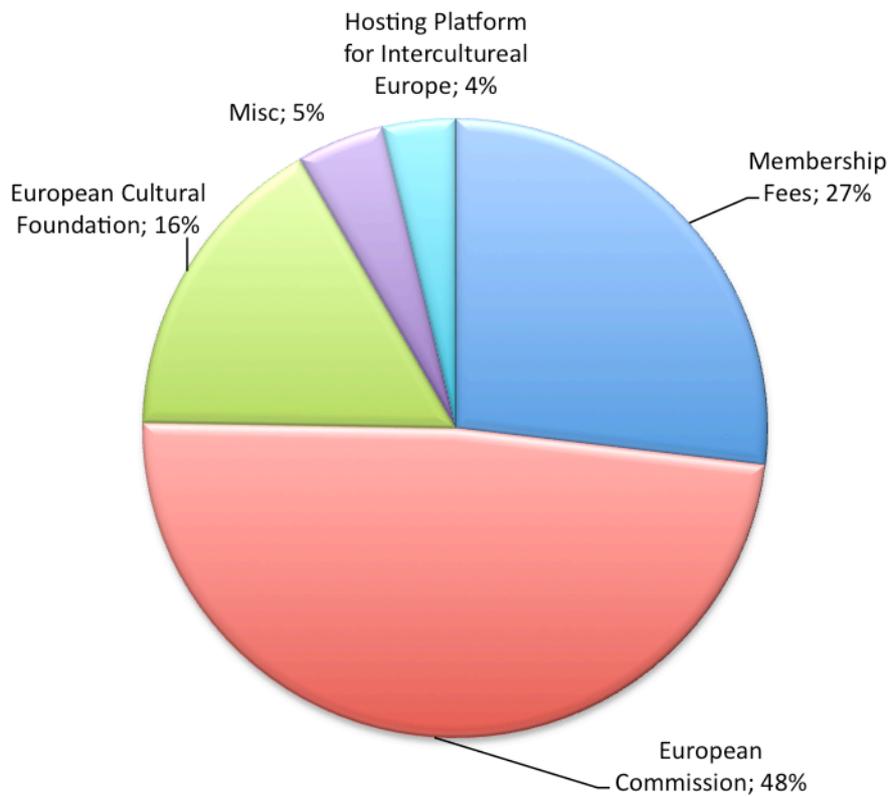


4. FINANCES 2009

Expenditures



How were we financed?



ANNEX

Summary of activities 2009

January	February	March	April
<ul style="list-style-type: none"> • Following EP CULT • Presentation to in-SITU • Delegation Helga Trupel • Hosting Ethel Andersson 	<ul style="list-style-type: none"> • WG Access to Culture • Chair - WG Cultural Industries • Newsletter #1 • Members briefing #1 – structured dialogue • Seminar on cultural statistics 	<ul style="list-style-type: none"> • Members meeting Kunstfactor – Utrecht • Consultation on the Brussels cultural plan – BKO/RAB • Moderator EC conference on creativity • Presentation Wales house 	<ul style="list-style-type: none"> • Consultation on Forum with EC • Lobby letter to political groups on EP elections • Mtg with Budget Cabinet Grybauskaitė • Access to culture WG participation • Newsletter #2 • Members briefing #2 – EP Elections • Presentation to IETM – Bratislava • Presentation young Balkan managers • Newintem – Soizic Seargeant
May	June	July	August
<ul style="list-style-type: none"> • Lobbying action on EP elections with CAE members • Presentation to Rhone Alpes region • Presentation to IFACCA Europe – Copenhagen • Partnership and presentation – ITI Germany status of the Artist – Berlin • Training session – Intercult Stockholm • Presentation masters students Grenoble 	<ul style="list-style-type: none"> • Letter to new EP CULT members • Platform plenary meetings – chairing of joint platform session • Mtg Executive Agency DG EAC on financial regulations • Members briefing on new EP and new CULT • Report to members on Platform process • Members Update on Structured dialogue • Presentation to AMATEO – new members • CoE – post 1989 conference Krakow • Presentation to Euro-African Campus - Mozambique 	<ul style="list-style-type: none"> • Review and drafting of Access to culture paper • Newsletter #3 • Participation in Balkans workshop Festival d'Avignon • Text for Avignon reader • Presentation to Press conference in Avignon • Civil Society Contact Group Steering meeting 	<ul style="list-style-type: none"> • Members briefing #4 – Lisbon Agenda • Office closed for holidays
September	October	November	December
<ul style="list-style-type: none"> • Delegation to European Ombudsman • Training to Arts Council East Midlands and EP reception • Preparation for EC Cultural Forum • Presentation to World Summit on Arts and Culture – Johannesburg • Mentoring of Artistaal network – South Africa 	<ul style="list-style-type: none"> • Meet Civil Society – EP NGO Fair • Members Briefing #5 - • Balkans Partnership meeting - Sarajevo • Focus '89 – partnership moderation • Arts Advocacy Symposium - Aspen 	<ul style="list-style-type: none"> • Baltic Sea Strategy meeting – Gdansk • Balkans partnership meeting – Exit Europe, Culture, Zagreb • Newsletter #5 	<ul style="list-style-type: none"> • Presentation to Re:Designing cultural politics – conference, Intercult, Stockholm • Presentation to Go-East conference, Eastern Partnership programme - Warsaw

Financial Report 2009

Profit and Loss Account

TOTAL FIXED ASSETS	4,189	
Account receivables	19,306	
Other current assets (subsidiaries)	35,812	
Cash on hand and in banks	22,907	
Deferred charges	1,054	
TOTAL CURRENT ASSETS		83,269

LIABILITIES

Surplus carried forward	520	
Provision for Social costs	20,800	
Accounts payables (suppliers)	20,257	
Loan	25,000	
Social Security Contribution/Holiday Pay Provision	14,056	
Miscellaneous	2,625	
CURRENT LIABILITIES		83,269

STATEMENTS OF INCOME AND RETAINED EARNINGS

REVENUES

Membership Fees	57,380	
European Commission Grant	107,302	
Loss EC grant 2008	(4,088)	
European Cultural Foundation Grant	35,000	
Cross-billing to PIE	36,921	
Other incomes	9,723	
TOTAL REVENUES		242,238

EXPENDITURE

Services and goods	(74,626)	
Employees Salaries and social Sec. Contrib.	(174,122)	
Depreciation and amortization	(2955)	
Interest received bank (interest income)	200	
Bank interest and expenses	(1,244)	
Other operating charges	(27)	
TOTAL COST AND EXPENSES		252,744

Net loss of the year	(10,537)
Appropriations and transfers from reserves	10,537
Closing balance	0

Culture Action Europe

10, rue de la Science
1000- Bruxelles

T +32 (0) 2 534 4002
F +32 (0) 2 534 1150

advocate@cultureactioneurope.org
www.cultureactioneurope.org

Culture Action Europe Office

Ilona Kish
Secretary-General

Daphne Tepper
Policy Analyst

Pierre de Gelder
Communication Officer

Culture Action Europe Executive Committee

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