



EUROPEAN
CULTURAL
FOUNDATION

Declaration of Responsibility

ECF 2012

Declaration of Responsibility - ECF 2012

The European Cultural Foundation (ECF) adheres to its Articles of Association and its By-Laws. Both were approved by the ECF Board, respectively on 02 December 2010 and 7 December 2011.

In 2013, ECF will apply for the 'CBF Keurmerk' (quality mark of the [Central Bureau on Fundraising – Centraal Bureau Fondsenwerving](#) or CBF). In line with this, we endorse the principles of the 'Code Goed Bestuur voor Goede Doelen (Code Wijffels)' (Code: Good Governance for Charity).

We adhere to the following three principles:

1. A clear separation between the roles of:

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

2. Optimising interaction with stakeholders

3. Optimising effectiveness and efficiency of expenditure.

1. Distinction between Management, Supervision and Execution

ECF makes a clear distinction between management and supervision. While the Director has managerial responsibilities, the 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 by the Board.

MANAGEMENT – Director's responsibilities

ECF's direct management consists of one Director, who carries the responsibility for overall strategic development, execution of the Foundation's policy and strategy, management of the Foundation, including financial administration, fund development and human resources. Additionally, she has responsibility for representation of the Foundation.

At least twice a year, the Director formally reports to the Board in a meeting in which the Director, Board and Management Team are present. However, more regular and informal contact is maintained outside these meetings.

Every other week, the Director meets with the Management Team to discuss strategic matters. The Management Team consists of the Head of Programmes, Head of Research & Development, Head of Communications and Head of Operations. The Management Team and their teams are responsible for the execution of ECF's strategy, as well as development and execution of ECF's procedures and policies.

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:

Governing Council, European Foundation Centre, Belgium
Management Committee, European Foundation Centre
Board member, Alliance Publishing Trust, UK
Advisory Board member, Eurotopics, BpB, Germany
Jury member, Gulbenkian Foundation, UK.

SUPERVISION – Board responsibilities

The Board is ECF's ultimate decision-making body.

The roles and responsibilities of the Board members are stated in ECF's Articles of Association. The main responsibilities can be summarised as follows:

- decide upon and evaluate the Foundation's strategy, and prioritise the the Foundation's work and programmes
- evaluate the efficient use of the Foundation's resources (approval of budget and Annual Report)
- appoint members of Board, Director and Advisory Council.

Board members

A list of all Board members, and their relevant experience and additional roles and responsibilities is published at the end of this document.

Wolfgang Petritsch (*Chairman*)
Rien van Gendt (*Vice-Chairman*)
Arent Foch (*Treasurer*)
Katerina Brezinová
Laurent Dréano
Mats Rolén
Görgün Taner
Piero Gastaldo
András Török
Igno van Waesberghe (*Adviser*)

Recruitment

Appointments for ECF's 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 Board's extended network is informed and candidates are put forward.

Appointments and retirements

There were no changes in the Board composition throughout 2012. However, two Board members will step down in January 2013 as they have served two full terms:

Piero Gastaldo
András Török

During 2012, the Board interviewed a number of potential candidates. Two candidates were invited to join the Board on 1 January 2013:

Nike Jonah
Christophe de Voogd

Evaluation

The Board currently does not perform a formal, regular self-evaluation. This is a process that will be implemented in 2013.

Remuneration

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

President

The President's involvement reflects a focus on strategy development as well as her honorary position:

1. The President has co-approval on decisions as specified in the Articles of Association.
2. There is regular interaction between the President, the Board and the Director.
3. The President is explicitly invited to Board meetings by the Board, requesting the President's views on a particular matter or when decisions are taken as mentioned in the Articles of Association.
4. The President is involved in the organisation's strategy development, the evaluation of results and representation of the organisation.
5. The President chairs neither the Board nor the Advisory Council but plays an active and visible role reflecting her honorary position.

The current President is HRH Princess Laurentien of the Netherlands.

Term

The term for 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

Board members are required to inform the Chair immediately of any activities, contacts/grants etc that could lead to a potential conflict of interest. The Chair will decide whether the Board member will need to leave the room while a decision is being taken on a specific matter.

In addition, all Board members are required to sign a statement to declare their endorsement of the principles stated at the beginning of this document and confirming that there is no conflict of interest between the responsibilities he/she fulfils for ECF and other relationships/positions he/she holds.

In accordance with the requirements of the CBF quality mark, all Board members signed a declaration to confirm that no family relationship or other close relationship may exist within the Board and between members of the Board, and that there is no conflict of interest.

EXECUTION – Employees' responsibilities

The Management Team, 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 week, the Management Team meets with the Director and team leaders to discuss current matters. Every second week, the Management Team 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 programme managers and other team leaders, exchanging ideas and information.

ECF receives funding from a number of different sources including: the [Open Society Foundations](#); [Stiftung Mercator](#); [Compagnia di San Paolo](#); the [German Marshall Fund of the United States](#); various ministries from different countries; and the [European Commission](#).

ECF maintains contact with all these organisations on a range of different levels. ECF has had a longstanding relationship with most organisations, such as the Compagnia di San Paolo and the Open Society Foundations, and a multitude of projects have been funded by these parties. At a programme level, as well as at director level, ECF maintains good and regular contact with all these parties.

Grantees

The recipients of an ECF grant, whether a [Step Beyond Travel Grant](#), a [Collaboration Grant](#) or one of our other grants streams, 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, many grantees become advisors, partners or participants in an ECF project, a contributor to one of our publications, or 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 project partners. Examples are the [Tandem](#) projects where ECF works closely together with [MitOst](#); and [IDFA](#) (International Documentary Film Festival Amsterdam) where ECF works side-by-side with [VPRO](#).

For all these partnerships, a contract is written 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 instalment of ECF's investment.

ECF's communication with their project partners is constant, 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, often concerning the progress of a project.

Target audience

ECF's target audience varies from cultural workers in the countries where 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 a Dutch audience, working with Dutch partners and organising events in the Netherlands. The intention is to increase the currently limited brand recognition for ECF in the Netherlands.

Communication with our target audience is evolving. ECF is moving to 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.

Employees

Our most valuable asset is our staff. ECF's team consists of 32 employees and two interns. The team is very motivated and driven to make a difference, which makes ECF a great place for interns to learn about what we do and the business we are in.

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.

The organisation uses a confidante, an independent person who is available for one-on-one sessions with individuals to discuss their situation in ECF.

ECF strives to offer a fair set of benefits to everyone. In December 2011, we announced a review of the benefits package (including pensions), as ECF's benefits were far above market average, and were no longer rational for a non-profit organisation. Additionally, income from our largest sponsor (Prins Bernhard Cultuurfonds) was decreasing, and ECF needed to respond accordingly to prevent problems in the future.

Throughout 2012, our HR team worked with a group of ECF representatives to offer a revised benefits package to everyone that was more aligned to the current market. In September 2012, this was presented to the team and everyone was asked to sign their agreement to the changes.

Press

With a focus on increasing the brand awareness of our target groups, the European press is a very important stakeholder. The press coverage of the [Imagining Europe](#) event was exceptionally good and ECF is aiming to increase the press coverage for other events as well. The interaction with the press is on an *ad hoc* basis, yet the frequency of communication has improved during 2012. Currently ECF enjoys a better understanding from the Dutch press in terms of what the organisation does. 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 are mentioned below.

Monthly reporting

Every month, budget managers sign off on an overview of all transactions on their projects. This report is generated automatically through a link with our accounting system (Exact). This report has been active since October 2012.

Quarterly reporting

Every 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.

The quarterly reports are shared with the Board, Management Team and Prins Bernhard Cultuurfonds.

Reporting guidelines

Providing funds to a grantee or a partner organisation is dependent on the project's progress and results. Only upon receipt of a report that shows the agreed progress and results will the next instalment be transferred. Grantees and partners need to comply with ECF's reporting guidelines.

If a grantee/partner has not completed the project within the agreed timeframe, ECF could decide to cancel the outstanding grant.

External auditor – Annual Accounts

ECF's external auditor ([PricewaterhouseCoopers](#) – PWC) reports its findings to the Director and Treasurer upon auditing the annual accounts. PWC prepares the accountant's report and a management letter, which reports their findings. Both documents are shared with the Board, which approves the Annual Report.

Following ECF's statutes, the Board approves the auditor that audits the annual accounts.

External auditor – Donor reporting

Several organisations that fund ECF's projects request 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 requirements of the funder, location of the project and location of the main partner (generally responsible for administration). Budget is a consideration, but the quality of the audit exceeds this consideration in importance.

Impact Assessment

In order to understand and allow for reporting on the impact of the work performed by ECF, we started working together with the Erasmus Centre for Strategic Philanthropy (ECSP). The two partners will develop a set of tools that will allow ECF to measure our impact on a regular basis and develop our strategy accordingly around the activities that make the most impact.

Annex: ECF Board members 2012

President

HRH Princess Laurentien of the Netherlands

UNESCO Special Envoy on Literacy for Development
Reading and Writing Foundation, The Hague – Chair
High Level Group on Literacy of the European Commission, Brussels – Chair
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

Chair

Wolfgang Petritsch (AT)

Ambassador and Permanent Representative of Austria to the OECD, Paris
Center for European Integration Strategies (CEIS), Geneva – Chair
Herbert C. Kelman Institute for Interactive Conflict Transformation (KIIC), Vienna – President
Austrian Marshall Plan Foundation, Vienna – President

Deputy Chair

Rien van Gendt (NL)

Bernard van Leer Foundation, The Hague – Board Member
Van Leer Group Foundation, Amstelveen – Vice Chair
Van Leer Jerusalem Institute, Jerusalem – Board Member
Jerusalem Film Centre, Jerusalem – Board Member
Jewish Humanitarian Fund, The Hague – Board Member
Bernard van Leer Stiftung, Lucerne – Board Member
Rockefeller Philanthropy Advisers, New York – Board Member
Flow Fund, Hilversum – Board Member
Marie and Alain Philippson Foundation, Brussels – Board Member
Crecor BV, Amstelveen – Board Member
Fonds 1818, The Hague – Board Member
Weekend School, Amsterdam – Board Member
Dutch Association of Foundations, The Hague – Chair
Samenwerkende Brancheorganisaties Filantropie, The Hague – Vice Chair
EDLI Foundation, Den Haag, Board Member

Treasurer

Arent Foch (NL)

Foreman Capital, Amsterdam – Managing Director
Vereniging Rembrandt, The Hague – Treasurer
Stichting Nationaal Fonds Kunstbezit, The Hague – Treasurer
Prins Bernhard Cultuurfonds, Amsterdam – Adviser

Members

Katerina Brezinová (CZ)

Metropolitan University, Prague – Professor, Department of International and European Relations
Multicultural Centre Prague, Prague – Head of the Board of Directors
Independent Expert and Advisor in intercultural management

Laurent Dréano (FR)

General Director - Culture Office - City of LILLE, until June 2012
Counselor for the Performing Arts, Ministry of Culture, France; from June 2012

Piero Gastaldo (IT)

Compagnia di San Paolo, Turin – Secretary General
Fondazione Emilio Carlo Mangini, Milan – President
European Foundation Centre, Brussels – Board Member
Network of European Foundations (NEF), Brussels – Board Member
European Policy Centre, Brussels – Member of the General Assembly
Cassa Depositi e Prestiti S.p.A., Rome – Member of the Board of Directors
Fondaco SGR S.p.A., Turin – Member of the Board of Directors
Istituto Affari Internazionali (IAI), Rome – Board Member
Torino Incontra (Chamber of Commerce operating entity), Turin – Board Member

Mats Rolén (SE)

Mats Rolén AB - Chair
Mats Rolén AB - Consultant

Görgün Taner (TR)

İstanbul Kultur Sanat Vakfı, Istanbul – General Director

András Török (HU)

Summa Artium Nonprofit Co. Ltd, Budapest – Managing Director
Summa Artium Foundation, Budapest – Chairman of the Board
Pergolam Bt. Tourism, Budapest – Owner, CEO
Budapest Monthly Editorial Board, Budapest – Member

Adviser**Igno van Waesberghe (NL)** *(Adviser representing Prins Bernhard Cultuurfonds)*

Prins Bernhard Cultuurfonds, Amsterdam – Vice Chair of the Supervisory Board
Stichting Nederland Cares, Amsterdam – Member, Advisory Board
Japan Museum SieboldHuis, Leiden – Member, Advisory Board
Edgerston Trading (2006) Limited, Kelso (UK) – Director
Stichting Het Paleisje, Amsterdam – Chairman