

Coastal & Marine Union (EUCC)

Financial Statements 2017

Leiden, The Netherlands
December 2018

General Information

Name and legal seat

Coastal & Marine Union

Trade names: EUCC / Vereniging Kust & Zee

Leiden, The Netherlands

Legal Form

EUCC is a union and was founded at January 6, 1989.

Composition of the Board

Albert Saiman	President
Francisco Taveira Pinto	Secretary
Erik van Dijk	Treasurer
Natasha Barker-Bradshaw	Member

Management team

Robert Steenberg

Maria Ferreira

Mission

The Coastal & Marine Union - EUCC is dedicated to conserving and maintaining healthy seas and attractive coasts for both people and nature, in Europe and neighboring regions.

EUCC advocates best practice by developing coastal and marine policies, mobilising experts and stakeholders, providing advice and information, and implementing demonstration projects. All projects executed in 2017 contributed to our mission.

Policy concerning reserves

The "capital account" is for general purposes. The EUCC-board wishes to maintain a positive balance.

The EUCC board has decided to create a "reserve for special purposes" to ensure the continuity of the Union for the following reason.

The continuity of the Union is constantly at risk because the staff of the union is entirely depending on project income and temporary grants (3 months to 3 years) whilst the cost of reorganising staff is equivalent to ca. 3 months staff cost volume.

For more details about the continuity we refer to the notes of the financial statements.

Annual report

The annual report will be presented in the next Board meeting, i.e. december 2018, in the form of: the Financial Statements, an Activity Report (public) and a Director's report (internal). A report of that meeting will be available afterwards at the office in Leiden.

As every year, in the beginning of 2017 the budget estimate showed a substantial item "Income from projects to be confirmed", from projects that are expected but for which funding still has to be confirmed.

This budget estimate has been approved by the EUCC board in its first meeting of the year. As a result of project preparation and acquisition and fundraising, the organisation managed to get new projects approved and started.

BALANCE SHEET AS OF DECEMBER 31, 2017

(after allocation of the exploitation balance)

<u>ASSETS</u>	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
FIXED ASSETS		
Tangible fixed assets		
Office equipment & furniture	0	119
CURRENT ASSETS		
Grants receivable	17.000	62.408
In advance and other receivables	<u>35.950</u>	<u>23.525</u>
	52.950	85.933
Liquid assets	102.096	89.889
	<u><u>155.046</u></u>	<u><u>175.921</u></u>

BALANCE SHEET AS OF DECEMBER 31, 2017

(after allocation of the exploitation balance)

<u>EQUITY AND LIABILITIES</u>	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
EQUITY AT FREE DISPOSAL		
Capital account	685	685
Reserve for special purposes	<u>73.974</u>	<u>61.980</u>
	74.659	62.665
PROVISIONS	0	0
LIABILITIES		
Short-term liabilities		
Grants received in advance	14.470	84.217
Accounts payable	37.481	8.805
Taxes and social securities	0	0
Other liabilities	<u>28.436</u>	<u>20.234</u>
	80.387	113.256
	<u><u>155.046</u></u>	<u><u>175.921</u></u>

STATEMENT OF INCOME AND CHARGES 2017

	2017	Estimate February , 2017	2016
	Euro	Euro	Euro
Income EUCC			
Grants	235.701	200.000	263.409
Other income	22.502	17.000	22.502
	<u>258.203</u>	<u>217.000</u>	<u>285.911</u>
Charges EUCC			
Personnel expenses	39.585	65.230	261.068
Project costs	193.836	125.000	136.182
Depreciations	118	118	2.834
Other expenses	13.120	22.300	43.555
	<u>246.660</u>	<u>212.648</u>	<u>443.639</u>
Operational result EUCC	<u>11.543</u>	<u>4.352</u>	<u>-157.728</u>
Financial profits and losses	354	40	354
	<u>11.898</u>	<u>4.392</u>	<u>-157.374</u>
Result on projects partners			
Income from grants	12.746		14.304
Costs project partners	-12.746		-14.304
	<u>-</u>	<u>-</u>	<u>-</u>
Exploitation balance	<u><u>11.898</u></u>	<u><u>4.392</u></u>	<u><u>-157.374</u></u>
Appropriation of the exploitation balance			
Addition to general reserves	-		0
Release from reserve for special purposes	11.898		-157.374
	<u><u>11.898</u></u>		<u><u>-157.374</u></u>

NOTES TO THE FINANCIAL STATEMENTS

GENERAL ACCOUNTING PRINCIPLES FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

Basis of preparation of the financial statements

The financial statements have been prepared in accordance with Guideline C1 of the Dutch Accounting Guidelines: "Small not for profit organisations".

The financial statements have been drawn up on the principle of historical costs. These statements are made in order to provide an addition to the profit and loss account.

Income and charges are accounted for on accrual basis. Income is only included when realized on the balance sheet date. Losses originating before the end of the financial year are taken into account if they have become known before the preparation of the financial statements.

Note on continuity

The project portfolio of EUCC since 2012 shows a declining trend. The turnover decreased from approximately € 1.339.000 in 2011 to approximately € 266.000 in 2017. This decrease, combined with the limited availability of equity in 2017 put pressure on the liquidity position of the association. Monitoring of liquidity available in combination with measures in the area of cost reduction and actions to improve the project portfolio were of great importance. Thus EUCC in 2013, 2014, 2015, 2016 and 2017 has taken significant steps to cut costs, including reducing the number of FTEs. Given the project portfolio and the budget for 2017, there is no reason to doubt the continuity of EUCC from mid-2018 onwards. Our opinion is supported by the available liquidity prognosis (June) 2018. This showed that EUCC 2018 is expected to be able to meet its current obligations.

PRINCIPLES FOR THE VALUATION OF ASSETS AND LIABILITIES

Tangible Fixed assets

The tangible fixed assets are valued on purchase value less the depreciation based on an estimated lifetime. The depreciations amount a percentage of the purchased value as specified in the notes of the financial statement.

Receivables, liquid assets and liabilities

The receivables, liquid assets and liabilities have been included at face value. Where necessary a downward value adjustment has been made for doubtful accounts receivable.

Grants receivable / received in advance

Grants receivable / received in advance consists of the balance of eligible dayrates, costs and expenses spent up to including the balance sheet date, less received grants and contributions, according to the conditions of the grants.

Equity

The capital includes the surpluses or the deficits of the past years and the special reserves made for expenses in the future.

Provisions

Provisions for employee benefits

The provision for employee benefits represents the contractual obligations towards employees for salary components which have not been settled. Additions are determined on a yearly basis based upon accrued obligations. Compensations paid to or settled with employees are deducted from the provision.

PRINCIPLES FOR THE DETERMINATION OF THE RESULT

Result is defined as the difference between the proceeds and their costs over the financial year, taking into account the above-mentioned valuation principles.

Operating grants

Operating (government) grants are included in the statement of income and charges in the year to which the subsidized expenses are charged.

COMPARISON OF ACTUALS WITH ESTIMATE

Rounded in € 1.000	Actuals	Estimate	Actuals -/-
	2017	2017	estimate
	Euro	Euro	Euro
Income EUCC			
Grants	236.000	200.000	36.000
Project management	0	0	0
Other income	23.000	17.000	6.000
	<u>259.000</u>	<u>217.000</u>	<u>42.000</u>
Charges EUCC			
Personnel expenses	40.000	65.000	-25.000
Project costs	194.000	115.000	79.000
Depreciations	0	0	0
Other expenses	13.000	22.000	-9.000
	<u>247.000</u>	<u>202.000</u>	<u>45.000</u>
Operational result EUCC	<u>12.000</u>	<u>15.000</u>	<u>-3.000</u>
Financial profits and losses	0	0	0
	<u>12.000</u>	<u>15.000</u>	<u>-3.000</u>

Income EUCC

Income from Grants and project costs exceeds the estimate since project costs and related income are not explicitly budgeted for.

Charges EUCC

Personnel expenses and other expenses are adjusted in comparison with estimate. This is a result of our efforts to reduce costs.

Financial profits and losses

Because cash flow is less than expected some financial profit is made.

NOTES TO THE ITEMS OF THE BALANCE SHEET

	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
Tangible fixed assets		
January 1	118	2.953
Investments	0	0
Depreciation	-118	-2.835
Book value disposed assets	0	0
December 31	<u>0</u>	<u>118</u>
Depreciation percentage 20%		
Cumulated tangible fixed assets	59.446	59.446
Cumulated depreciation	<u>-59.446</u>	<u>-59.328</u>
	<u>0</u>	<u>118</u>
Grants receivable	<u>17.000</u>	<u>62.408</u>
Appendix 1 contains a detailed specification of grants receivable.		
In advance and other receivables		
Garanty for office rent, post box	1.235	1.235
Accounts receivable	28.993	13.891
Accounts advanced	2.552	5.295
Advance payments	-	61
VAT	3.171	3.044
	<u>35.950</u>	<u>23.525</u>
<u>Garanty for office rent, post box</u>		
Garanty office rent	840	840
Keys	75	75
Garanty P.O. Box	320	320
Warrant BCN Office	-	-
	<u>1.235</u>	<u>1.235</u>
<u>Accounts receivable</u>		
Invoiced amounts	38.993	23.891
Provision for doubtful accounts	<u>-10.000</u>	<u>-10.000</u>
	<u>28.993</u>	<u>13.891</u>

NOTES TO THE ITEMS OF THE BALANCE SHEET

	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
<u>Accounts advanced</u>		
Multivers	606	593
Earth Travel /rent	1.945	1.924
Ricoh Copier rent	-	2.154
Ibank/other	-	270
Interest	-	354
	<u>2.552</u>	<u>5.295</u>
Liquid assets		
Triodos Bank 21.24.97.502	68.397	13.256
Triodos Bank rendement 200.01.48.190	147	147
ING Savings account 1025914	1.113	1.085
ING Bussiness account 916	362	-
ING Healthy Seas Savings account 1893964	-	-
ING 1025914	30.918	60.310
ING 916	1.096	335
ING phare 3156455	-	-
ING Bank 6497827	-	-
Credit Cooperative - EUCC Atlantique	-	14.712
Caixa 2100.0801.1102.0053.7220	-	-
Cash	64	24
	<u>102.096</u>	<u>89.869</u>

NOTES TO THE ITEMS OF THE BALANCE SHEET

	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
Capital and reserves		
<u>Capital account</u>		
Balance at January 1	685	685
Appropriation of the exploitation balance	-	-
Balance at December 31	<u>685</u>	<u>685</u>
<u>Reserve for special purposes</u>		
Balance at January 1	62.076	64.189
Appropriation of the exploitation balance	11.898	-2.113
Balance at December 31	<u>73.974</u>	<u>62.076</u>
<u>Reserve for jubilee expenses</u>		
Balance at January 1	0	10.000
Release from reserve	0	10.000-
Balance on December 31	<u>0</u>	<u>0</u>
<u>Provisions</u>		
Provision for employee benefits	0	0
Provision for budget overruns	0	0
Balance on December 31	<u>0</u>	<u>0</u>
<u>Provision for employee benefits</u>		
Balance at January 1	0	7.976
Addition bookyear	0	-7.976
Balance at December 31	<u>0</u>	<u>0</u>
Short-term liabilities		
Taxes and social securities	0	0
Grants received in advance	14.470	84.217
Accounts payable	37.481	8.805
Other liabilities	28.436	20.234
	<u>80.387</u>	<u>113.256</u>
Taxes and social securities		
Pension premiums	0	0
Wage tax and social securities	0	0
Spain Social Securities	0	0
VAT	3.171	0
	<u>3.171</u>	<u>0</u>
Grants received in advance	<u>14.470</u>	<u>84.217</u>

NOTES TO THE ITEMS OF THE BALANCE SHEET

	<u>31-12-2017</u>	<u>31-12-2016</u>
	Euro	Euro
Appendix 2 contains a detailed specification of grants received in advance.		
Other liabilities		
Received in advance	7.682	7.960
Audits	0	0
Holiday allowances personnel	1.530	0
Leave reservation	-	12.586
Taxes on leave + holiday	230	-312
Bankcosts	39	0
Repayment costs	18.956	0
	<u>28.436</u>	<u>20.234</u>

CONTINGENCIES

As per December 31, 2017 the union has the following rental liabilities:

	<u>2017</u>	<u>2017-2019</u>	<u>Total</u>
	Euro	Euro	Euro
Office *)	1.946	PM	1.946
	<u>1.946</u>	<u>0</u>	<u>1.946</u>

*) The union signed a new rental agreement as per July 2017 for the period of 1 year (€ 3.335 per year). At balance sheet no information after September 2017 yet.

NOTES TO ITEMS OF THE STATEMENT OF INCOME AND CHARGES

	<u>2017</u>	<u>Estimate</u> <u>January 2017</u>	<u>2016</u>
	Euro	Euro	Euro
Income EUCC**			
Grants	<u>235.701</u>	<u>200.000</u>	<u>263.409</u>

Appendix 2 contains a detailed specification of grants recognized in 2017.

Project management	<u>0</u>	<u>0</u>	<u>0</u>
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The union recharges certain project partners for the management of projects.

Other income			
Membership fees	716	2.000	716
GI-memberships	6.000	6.000	6.000
Friends	1.990	2.000	1.990
Other revenues	12.654	6.000	12.654
Book/other selling	621	-	621
Gifts	522	1.000	522
	<u>22.502</u>	<u>17.000</u>	<u>22.502</u>

Charges EUCC**

Personnel expenses			
Wages and salaries	38.231	47.000	203.096
Social securities	6.707	8.000	33.743
Pensions	-	-	8.487
Other personel costs	5.353	10.230	15.741
	<u>39.585</u>	<u>65.230</u>	<u>261.068</u>

<u>Wages and salaries</u>			
Gross salaries personel	38.231	45.000	202.434
Holiday allowances/leave reservation/other	-	0	-
Reimbursement volunteers/interns	-	2.000	662
	<u>38.231</u>	<u>47.000</u>	<u>203.096</u>
	<u>38.231</u>	<u>47.000</u>	<u>203.096</u>

<u>Social securities</u>			
Social securities	6.707	8.000	33.743
	<u>6.707</u>	<u>8.000</u>	<u>33.743</u>

	2017	Estimate January 2017	2016
	Euro	Euro	Euro
Pensions			
Pension premium	0	0	8.975
Premium discount	0	0	-488
Other	0		0
	<u>0</u>	<u>0</u>	<u>8.487</u>
Other personel costs			
Health Insurance personel	1.536	1.540	5.642
Training	-	0	-
Personel activities	-	1.000	-
Payroll costs	1.544	1.850	1.544
Travel	210	840	840
Other personel costs	8.643-	5.000	7.715
	<u>-5.353</u>	<u>10.230</u>	<u>15.741</u>

During the financial year 2017 the average number of employees amounts 0,8 (2015: 5,25).

Disclosure regarding "Wet Normering Topinkomens"

The union discloses the remuneration of key personnel according to the Dutch law "Wet Normering Topinkomens" ("WNT"). This law applies to all members of the managementteam.

Member of the managementteam

M.F. Dias Martins Ferreira

	Euro
- Salary	29.028
- Taxable reimbursements	-
- Provisions for long-term remuneration	0
	<u>29.028</u>

Member of the managementteam

R.Steenbergen

	Euro
- Salary	5.485
- Taxable reimbursements	-
- Provisions for long-term remuneration	0
	<u>5.485</u>

	<u>2017</u>	<u>Estimate February 2017</u>	<u>2016</u>
	Euro	Euro	Euro
Project costs			
Materials and others	193.836	115.000	136.182
Costs prior years	<u>0</u>	<u>0</u>	<u>0</u>
	<u>193.836</u>	<u>115.000</u>	<u>136.182</u>

Project costs consist of project dependent subsidized costs of materials and other expenses.

Depreciation of tangible fixed assets	<u>118</u>	<u>118</u>	<u>2.834</u>
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** for explanation of differences see the Comparison of actuals with budget.

	<u>2017</u>	<u>Estimate</u> <u>February, 2017</u>	<u>2016</u>
	Euro	Euro	Euro
Other expenses **			
Office expenses	2.958	6.050	23.970
Various expenses	<u>10.162</u>	<u>16.250</u>	<u>19.585</u>
	<u>13.120</u>	<u>22.300</u>	<u>43.555</u>
<u>Office expenses</u>			
Office rent	3.313	3.400	21.394
Office maintenance	0	0	28
Energy and water	-355	0	1.025
Taxes	0	1.200	1.229
Cleaning expenses	0	500	499
Office insurance	0	950	-205
	<u>2.958</u>	<u>6.050</u>	<u>23.970</u>
<u>Various expenses</u>			
ExCom/travel/insurance board	0	0	702
ECNC Land & Sea Group	0	-	0
Representation/meetings	13	500	2.108
Friends recruitment	0	-	0
Coastline editing	0	-	0
Accountant costs	0	0	402
Copies	2.271	2.000	2.159
Postage	258	600	312
Office articles	1.331	2.000	1.847
Telephone/Fax expenses	805	3.500	3.439
Computer expenses	3.742	5.000	5.330
Conferences/travel	559	600	595
Bank/creditcard costs	462	800	661
Exchange differences	20	-	3
Publications/documentation	0	250	209
Memberships	0	-	0
Quality Coast research	-	-	-
Moving costs	-	-	1.114
Various costs	0	1.000	703
Website	701	0	0
	<u>10.162</u>	<u>16.250</u>	<u>19.585</u>

	<u>2017</u>	<u>Estimate</u> <u>February, 2017</u>	<u>2016</u>
	Euro	Euro	Euro
Financial profits and losses			
Bank interest	37	40	354
Interest charged to projects and partners	<u>0</u>	<u>0</u>	<u>0</u>
	37	40	354
Financing credit			0
	<u><u>37</u></u>	<u><u>40</u></u>	<u><u>354</u></u>

** for explanation of differences see the Comparison of actuals with budget.

Result on projects partners **)		
Grants received for project partners	12.746	14.304
Costs project partners	<u>-12.746</u>	<u>-14.304</u>
	<u><u>-</u></u>	<u><u>-</u></u>

Appendix 2 contains a detailed specification of grants recognized in 2017,

APPENDICES

OTHER INFORMATION

Disclosure

Proposed appropriation of the exploitation balance

Management proposes to distribute the exploitation balance 2017 as follows:

	<u>Euro</u>
charged to reserves for special purposes	11.898
	<u>11.898</u>

Post balance sheet events

No events have occurred since December 31, 2017 that would make the present financial position substantially different from that shown in the balance sheet at the balance sheet date, or which would require an adjustment to or disclosure in the financial statements.

Independent auditor's report

The independent auditor's review is set forth on the following pages.

Adoption of the Financial Statements

The Board of the Coastal & Marine Union (EUCC) hereby declares that it has adopted the Financial Statements 2017 showing a positive result of € 11898 at the Board meeting, dated

Leiden, December 2018

Treasurer *Agreed, witnessed by:*

Maria F. Ferreira

Maurij

R. Stekelenburg

Drs. H.W.J. van Dijk

President

Drs. A.H.P.M. Salman

Because of practical reasons, the above two board members are authorized to sign the annual accounts.

Appendix 1 - Grants receivable

Project	Balance as at December 31, 2016			2017			Balance as at December 31, 2017		
	Granted	Received	Grants receivable	Granted	Received / settled	Received / settled	Granted	Received	Grants receivable
ML reducing Targets	32.600	32.600	-	-	-	-	-	-	-
MSDF Med	58.262	58.262	-	-	-	-	-	-	-
Short Projects 2016	30.538	30.538	-	-	-	-	-	-	-
Short Projects 2017	-	-	-	22.192	22.192	-	-	-	-
Healthy Seas 2015	40.709	40.709	-	-	-	-	-	-	-
Healthy Seas 2016	61.612	61.612	-	-	-	-	-	-	-
Healthy Seas 2017	-	-	-	13.861	13.861	-	13.861	13.861	-
Quality Coast Awards2015	40.745	40.745	-	-	-	-	-	-	-
Quality Coast Awards2016	58.932	58.932	-	-	-	-	-	-	-
Quality Coast Awards2016	-	-	-	44.969	44.969	-	44.969	44.969	-
Adelssium Healthy Seas	28.821	28.821	-	-	-	-	-	-	-
Kust en Zee Gids 2015	87.250	87.250	-	-	-	-	-	-	-
Kust en Zee Gids 2016	80.553	80.553	-	-	-	-	-	-	-
Kust en Zee Gids 2017	-	-	-	68.225	68.225	-	68.225	68.225	-
EAS Update	9.479	9.479	-	-	-	-	-	-	-
EU NGO Grant 2015	207.611	207.611	-	-	-	-	-	-	-
Marisoo	345.825	345.825	-	-	-	-	-	-	-
Groene Impuls	199.630	199.630	-	-	-	-	-	-	-
MSDF MED I	32.850	9.855	22.995	-	22.995	-	32.850	32.850	-
MSDF Loansen	11.250	-	11.250	-	11.250	-	11.250	11.250	-
TG Support	76.250	23.430	52.820	1.850	54.670	-	78.100	78.100	-
Adelssium Noordzee Nellen Vrij	18.000	9.412	9.588	12.193	21.781	-	31.193	31.193	-
ELUCC Atlantique	-	-	17.000	17.000	-	-	17.000	-	17.000
Green Destinations	-	-	300	300	-	-	300	-	-
ML Spain	-	-	-	14.630	14.630	-	14.630	14.630	-
	1.422.132	1.325.479	113.953	195.280	274.913	-	312.418	295.418	17.000

Appendix 2 - Grants received in advance

Project	Grants advanced at 31-12-2016	Granted / settled in 2017	Balance grants	2017		Grants advanced at 31-12-2017
				Recognized as grants partners	Recognized as grants EUCC	
Short Projects 2016	30.536	30.536	-	-	-	-
Short Projects 2017	-	22.612	22.612	-	22.612	-
MSDF Med	28.840	28.840	-	-	-	-
Groene Impuls	120.703	120.703	-	-	-	-
Cleansea	14.538	14.535	-	-	-	-
EU NGO Grant 2015	207.611	207.611	-	-	-	-
ICZM RM	357-	-	357	-	-	367
Healthy Seas 2017	352	14.528	14.528	-	14.096	-
Adessium Healthy Seas 2016	28.822	28.822	-	-	-	-
Quality Coast Awards 2017	14.713-	73.771	55.058	-	49.840	6.218-
Kust en Zee Glids 2017	1.766-	73.987	72.220	-	72.220	-
Tu Quality Spots	1.038-	1.038	-	-	-	-
MSDF Med II	25.056-	25.056	-	-	-	-
MSDF Licenses	6.387-	6.387	-	-	-	-
EAF Uccale	7.425-	2.000	5.425-	-	-	5.425
TG Support	18.251-	20.101	1.850	-	1.850	-
Adessum Noordzee Netten Vrij	9.656-	21.452	11.796	-	12.259	463
Plastic Soup project	16.192-	50.518	44.326	-	58.469	14.143
Project CMU-EUCC-Atlantique	14.389-	16.559	2.170	-	2.170	-
Greer Destinations	-	-	-	-	300	300
ML-Spain	-	14.630	14.630	12.746	1.884	14.630
	-	780.984	234.690	12.746	235.731	248.446
	316.172					14.470

Appendix 3 - Details of grants

Project	Reference	Contract period
Bijvangstmitigatie Bruinvis	Min. ELI 4600005462486	01-01-2011 / 01-08-2012
EU NGO support programme 2013	EU DG Environment 07.0307/2013/SI2.564017/SUB/E4	01-01-2013/ 31-12-2013
EU NGO support programme 2015	EU DG LIFE14/NGO/NL/65	01-01-2015/ 31-12-2015
National Postcode Lottery	NPL 8-03-2011	01-01-2011/ 31-12-2013
	Prins Bernard Cultuurfonds 18.10.649.03.32	01-04-2011/ 31-12-2013
	Fonds 1818 110041	01-01-2011/ 31-12-2011
Malta Natura 2000	Epsilon	01-04-2013/31-7-2014
Dupan Paling	Min. E.L.I 203025583	01-09-2011 / 28-03-2014
Fully Documented Fisheries 2	Min. E.L.I	01-09-2011/ 31-07-2012
Smartphones	Min. E.L.I	01-09-2011 / 31-07-2014
Short projects	RWS/VHL	2015
Mareitt	Milleu, BE (EU no 07033/2012/SER/D2/636849	01-03-2013/31-12-2014
Quality Coast Awards	Diverse small contracts	2009-2015
Vissen voor de Wind	Min.EZ-4CA 4600010913291	01-03-2013/01-03-2015
Vers van de Visser	Min. E.L.I. CA 4600010914796	01-03-2013/31-12-2014
Paling over de Dijk	Min. E.L.I. Ca	01-03-2013/01-03-2014
Kust en Zee Gids	Diverse small contracts	2015
Framework TSG	Arcadis (DG Env.D.2/FRA/2012/0025	01-03-2013/28-02-2015
ClaenSea	DG ENV 2012,6.2-4 Grant 308370)	01-01-2013/01-07-2015
Marlisco	EU Grant 289042	01-06-2012 -01-06-2015
Boja Natur	CEPF	01-11-2013- 1-11-2015
ML Reducing Targets	Arcadis (DG ENV.C.2/SFRA/2013/662982)	01-11-2013/31-09-2014
ML PoMs	Arcadis (DG ENV.C.2/SFRA/2013/666759)	01-12-2013/30-11-2014
MSDF Med	Arcadis (DG ENV 11.905/SFRA/2013/663692/C2)	12-09-2013/31-12-2015
MSDF Med II	Arcadis (DG ENV 11.0681/SFRA/2014/696135/C2)	01-09-2015/31-01-2016
Healthy Seas	ECNC LSG (Aquafil/Star Socks/ other small contracts)	2015
Adessium (Healthy Seas)	Adessium Foundation	
Groene Impuls	Min. Economic Affairs	01-07-2015/01-07-2016
TUI Quality Spots	Tui Grand	01-07-2014- 01-12-2015
City to Sea	Fonds 1818/ St Doen/ PBcF /Mun. The Hague	2014-2016
MSDF Licenses	Arcadis (DG ENV.11.0601/2015/709908/DFRA/ENV.C2	01-06-2014- 15-10-2014
EAF Update	Eeconded Action Fund	01-07-2015/31-12-2016
TG Support	Arcadis (DG ENV.11.0601/2015/712224/DFRA/ENV.C2	2015-2016
		01-07-2015/31-12-2016

Mosselwad

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