



ACTIVITY REPORT OF THE YEAR 2018

By Amélie Clément and David Kavanagh

FSE FOR NEWCOMERS

FSE is a European network of national and regional associations, guilds and unions of writers working mainly for film, television and new media in Europe. It was created in June 2001 by writers' guilds to respond to growing globalisation of the audiovisual industry, rapid development of the digital market and an increasing volume of European Union legislation. In 2018, FSE comprises 24 member guilds from 20 countries.

The main objectives of FSE are :

- 1) promoting improvement in creators' basic contracts** by campaigning for standard minimum contract terms, decided through collective bargaining, guaranteed by law ; for fair remuneration, for sharing in the economic life of what screenwriters create ; for the respect of their property/copyright/droit d'auteur ; and against buy-out contracts.
- 2) seeking to influence the review of the copyright acquis by the European Commission** by increasing the presence of screenwriters in the debate in the institutions of the European Union.
- 3) supporting national guilds** by providing them with information on EU policies, meetings to exchange information and experiences and debate on the new challenges of the profession of screenwriter, workshops to develop skills in campaigning and bargaining at national level, and encourage guilds to cooperate.
- 4) constructive dialogue with the other creative forces of the audiovisual sector** and
- 5) support for **cultural diversity**.

These objectives are described in details in several documents :

- the Three-Year Plan 2015-2018
- the Statutes
- the Founding charter
- the Screenwriters Manifesto (2006)

The main activities of FSE consist in :

1) monitoring EU policies and working with other creators' organisations to defend the position of creators at the institutions of the European Union (meetings with Commissioners and MEPs, co-signed statements and letters, replies to public consultations, joint events).

2) organising events to allow national guilds to meet, exchange and cooperate, at the Annual General Assemblies and the World Conferences of Screenwriters (organised in partnership with the International Affiliation of Writers Guild (IAWG). Previous editions : Warsaw, 2014 ; Barcelona, 2012 ; Athens, 2009). FSE initiated the FSE European Screenwriters Award to cast light on screenwriters (First edition in September 2015, Brussels. Second edition in 2017). FSE carried out a series of training workshops for its member guilds on collective bargaining, in cooperation with UNI-Europa (funded by DG Employment, in 2013 and in 2018-2019).

3) FSE publishes leaflets to support its campaigns on remuneration and better contracts.

EUROPEAN POLICIES & LOBBYING

The context

Copyright/droit d'auteurs is a competency of the European Union. Legislation is debated and decided by the institutions of the Union and then transferred into national law. In consequence every aspect of the audio-visual industries and culture, which have representative organisations, maintain offices in Brussels and engage in lobbying for the interests of their members. FSE has maintained a presence in these debates since its inception. It is listed on the Transparency Register for lobbyists; has an address in Brussels (thanks to our colleagues in UNI-MEI); and has been particularly present in the discussion about **reform of copyright in the context of the present European Commission's emphasis on legislating the Digital Single Market** over the last five years.

FSE in Brussels

Without a full-time office in Brussels FSE is heavily reliant on working with other like-minded organisations who, at least in part, share our ambitions. We work closely with FERA (Fédération Européenne des Réalisateur·euses de l'Audiovisuel) and with UNI-MEI, both of whom share our interest in **Collective Bargaining**.

We have also worked quite closely with the grouping of FERA, ourselves and SAA (Society of Audio-visual Authors - the grouping of Europe's Audio-visual Collective Management Organisations) particularly on the **campaign for the right to be remunerated for the use of our work online**.

We are part of a grouping of Authors representative organisations – **the Authors Group** – which brings together ourselves, FERA, the European Federation of Journalists (EFJ), the European Composers and Songwriters Association (ECSA) and the European Writers Council (EWC). Although there are significant differences between us, this grouping has been effective and useful on the broad general issues that we face.

We are also part of **Creativity Works**, a very wide grouping of all aspects of the creative industries in Europe. This organisation is well resourced and the quality of their work is very high. It works on consensus so we have been able to prevent it from commenting as an organisation on aspects of legislative policy which we are trying to defend and also have access to the high-quality information which it can often collect.

The **Audio-visual industry group (AV Coalition)** is co-ordinated by the MPA (Motion Picture Association of America) but has been rather quiet recently.

FSE is a member of the Advisory Committee of the **European Audio-visual Observatory (EAO)**.

In the period since the last General Assembly David has travelled to Brussels around 20 times, to Strasbourg twice and to various other meetings.

Some examples of FSE lobbying actions

- **24 January** / David Kavanagh attended a conference organised at the European Parliament by the European Coalitions for Cultural Diversity (CEDOC) on the theme CULTURAL DIVERSITY: HOW TO SUSTAIN IT IN THE DIGITAL AGE? In the presence of European Commissioner for Digital Economy and Society Mariya GABRIEL and Former Vice-President of the European Commission and Member of the European Parliament Viviane REDING.
- **31 January** / SAA, FERA and FSE issued a press release to launch the online petition on the URR, Unwaivable Right to Remuneration to support European screenwriters and directors in their call for a modernised EU copyright framework that includes all creators. The petition was initially signed by 126 prominent screenwriters and directors across Europe and has since its launch been signed by more than 20,000 people.
- **1-2 February** / Robert Taylor participated to the EU Audiovisual Workshop hosted by DSR (Directors' Guild of Slovenia) and AIPA in Ljubljana, Slovenia, in partnership with FERA, FSE and SAA. The workshop aimed at informing on the authors' right policy to find the best ways to strengthen authors' rights at national and EU level, which will in turn strengthen Europe's creative economy, in a virtuous circle that will lead to more works, more economic growth, and greater cultural diversity.
- After the workshop SAA FERA FSE co-signed a letter calling the Slovenian Government to address the discrimination between audio and audiovisual authors and to license the collective management of private copying levies.
- **9 February** / FSE co-signed a joint letter of the group Creativity Works! to "urge the Council and the Parliament to remain vigilant on the Online Broadcasting Regulation as negotiations enter into trilogue".
- **15 February** / FSE co-signed a Joint Position of the Audiovisual Coalition on the Country-of-Origin Aspects of the Online Broadcasting Regulation, sent to MEP and Permanent representations in Brussels.
- **In February** as well, FSE co-signed a letter sent by Creativity Works! to "urge the European Parliament not to introduce a new exception for out-of-commerce works (CAM - new Article 7.1.a)."
- **20 March** / FSE and FERA issued a press release : "First results of groundbreaking study on EU audio-visual authors remuneration: a wake-up call".
- **22 March** / Robert Taylor was invited to speak at Script Fiesta in Poland.
- **22 March** / David Kavanagh participated to the meeting of the Advisory Committee of the EAO, European Audiovisual Observatory in Strasbourg, France. FSE is part of this advisory committee.

- **9 April** / FSE co-signed with 66 other organisations from across Europe’s cultural and creative sectors a call on the EU to give a significant boost to its EU culture budget.
- **11 April** / Organisations representing authors and producers of the Audiovisual Sector, including FSE, issued together a press release on “Audiovisual services: for a fair level playing field”. AVMSD (Audiovisual Media Services Directive).
- **12 April** / FSE co-signed a statement with other organisations of the audiovisual sector on the principle of Country of Origin to explain why Europe’s Audiovisual Sector is opposing the CoO principle : « CoO - Impact on Creation, Production and Distribution of Audiovisual content in Europe - Reflections ahead of the next trilogue on April 17, 2018 ». This statement has been circulated to the Council of Europe and the European Parliament.
- **13 April** / FSE co-signed with the group Creativity Works ! a letter sent to the Bulgarian Presidency of the European Union on Article 13 of the Copyright Directive : “Creativity Works! calls on Member States to refrain from restricting rightholders’ exclusive rights in favour of online platforms”.
- **16 April** / David Kavanagh attended the plenary meeting of CW! (Creativity Works) and a meeting organised by the European Film Agency Directors (EFADs).
- **17 April** / FSE vice-president Carolin Otto was invited to speak at the annual Congress of W&DW (Writers & Directors Worldwide) in Algeria on a panel on “The role of the organizations of Authors”.
- **19 April** / FSE co-signed a letter of the group Creativity Works! urging “the Article 29 Working Party to consider the impact of GDPR in the fight against illegal behaviour on the Internet”.
- **23 April** / FSE co-signed a letter of the group Creativity Works! urging “Member States and the Council not to favour online content sharing platforms over Europe’s creators or culture”.
- **26 April** / FSE co-signed a letter of the group Creativity Works! urging “policymakers to support future proof solutions in negotiations on DCD (Directive for Digital Content)”.
- **3 May** / David Kavanagh was invited to speak at the international festival Séries Mania in Lille, France, together with other representatives of European writers' guilds, about the legal status and the remunerations for TV drama writers in Europe.
- **14 May** / FSE sent out a communique to “call on ITV America to enter negotiation with Writers Guild of America, East”.
- **29 May** / David Kavanagh was present, together with SAA, FERA, FIA, UNI-Mei among others at an event in Strasbourg co-hosted by MEPs Marc Joulaud, Mary Honeyball and HelgaTrüpel to call for unwaivable remuneration right for on-demand use of their works in the Copyright Reform.
- **20 June** / FERA, FSE and SAA issued a press release to welcome the vote of the Legal Affairs’ Committee in favour of a new Article -14a establishing a principle of fair and proportionate remuneration for authors and performers : “The European Parliament’s report on the Copyright Directive in the Digital Single Market: a first good step for audiovisual authors”.
- **27 June** / David Kavanagh took part in a panel discussion moderated by SACD at the festival Série Series in Fontainebleau, France.

- **5 July** / The Authors Group issued a statement following the decision of the European Parliament to postpone the adoption of its position on the Copyright Directive : “European Authors call on MEPs to maintain their strong support to authors’ rights.”
- **3 Sept 2018** / SAA FERA FSE issued the Venice Declaration : “165 European screenwriters and directors call on the European Parliament to adopt the Copyright Directive”.
- **10 September** / FSE co-signed with the Authors' Group (writers, journalists, screenwriters, filmmakers, composers and songwriters) a statement in support of the Copyright Directive : “Europe fit for the next generation of creators”.
- **14-16 September** / David Kavanagh was invited at the annual general assembly of FERA in Warsaw to discuss “the importance of data to create momentum in favor of authors’ fair remuneration in the Copyright Directive debate, and its possible use in implementing the enhanced tools provided to authors by the Copyright Directive in order to improve contract negotiation, collective agreements and professional organizations management.”.
- **8-9 October** / Robert Taylor attended the annual meeting of IAWG, the International Affiliation of Writers Guild in Berlin. David Kavanagh attended with the double cap of FSE and WGI (Ireland).

Most of these statements are available here:

https://www.dropbox.com/sh/q8ie9lbh4je7y8c/AADE24nYGkT8_Dw1tLoUWAgBa?dl=0

PROJECTS & EVENTS

FSE Award 2017

The FSE European Screenwriters Award is intended to honour a European screenwriter whose work demonstrates an exceptional talent, bringing respect and honour to the profession of screenwriter and appealing to a wide audience across European borders. **Anne Landois, showrunner and writer of the award-winning TV drama series “Engrenages” (“Spiral”), received the 2nd FSE European Screenwriters Award** at a ceremony organised on 23rd November 2017 in Brussels.

The event was organised by Amélie Clément, with the technical support of an event manager, Benjamin Moncarey. FSE produced for the occasion a leaflet “Somebody Wrote It”, written by David Kavanagh, with illustrated portraits of European screenwriters by French illustrator Titwane. FSE commissioned Knock Knock Production to make a video of the ceremony to be used as a lobbying tool.

The total cost of the event was 24,400 euros, financed by 9 collective management organisations and 5 FSE member guilds.

The guilds present at the FSE AGM 2017 made recommendations to improve some aspects of the next Award (see details in the minutes of the FSE AGM 2017). It will be necessary to rethink the current organisational structure and budget to better focus the event and improve its glamorous dimension should there be a third edition in 2019.

FERA-FSE Remuneration Study

In 2017 FSE joined a project initiated by FERA (directors), commissioned by BVR services GmbH in Germany and undertaken by researchers of CuDOS at the University of Ghent in Belgium on **audiovisual authors' remuneration in European countries**.

The money to finance the project has been raised by BVR mostly to cover the costs of research. FSE has not been required to contribute any money but put a considerable amount of time (mostly for David Kavanagh) in meeting the project partners, in the design of the questionnaire, in addressing privacy and data protection issues, in persuading everyone to participate and in co-drafting the publications and disseminating the results.

The first results of this European survey on the remuneration of Audiovisual Authors were published in a flyer in March 2018. A detailed report and an executive summary should be published before the end of 2018.

Collective Bargaining

FSE, FERA (European Federation of Directors) and UNI-MEI (UNI GLOBAL UNION, Media, Entertainment and Arts) are collaborating on a project about collective bargaining financed by the European Commission / DG Employment (budget €200,000). The project is called **"Promoting Fair Remuneration and Collective bargaining for Creators in the Digital Single Market"**.

FSE and UNI-MEI already worked together on a similar programme in 2013 ("Freedom of Association and Collective Bargaining in the Digital Economy: Fair Remuneration for Creators") consisting of three workshops and a final seminar implying employers' organisations and European institutions. FSE and UNI-MEI submitted a new application in 2016 which was rejected by the European Commission. Taking into account the reasons for rejection we presented together, with also FERA on board, a new project in 2017, with UNI-MEI as project leader, which was accepted and launched at the first steering committee in Berlin in February 2018.

The programme consists of three workshops, a "trilogue" with European audiovisual employers' organisations and European institutions and the development of an online comparative database of contracts.

The database will take film and TV contracts for writers and directors and break them down into their individual terms addressing the various elements of a copyright contract and compare them. This is intended as a tool to facilitate collective bargaining. A web designer based in Brussels has been commissioned to create the database.

The workshops and meetings with employers' representatives will be used in the context of the Copyright Directive to try to establish European level guidelines for the application of the Directive at national level. The first workshop focused mainly on collective agreements. The second will focus on individual contracts to support the creation of the database.

Our overall goal, discussed at the General Assemblies of both FSE and FERA, is to provide writers and directors representative organisations with in-depth information and practical strategies which will inform their own campaigns to improve the living and working conditions of their members.

WCOS 2018 Berlin

FSE is co-organiser of the **4th World Conference of Screenwriters in Berlin on 10 and 11 October 2018**. FSE staff has been considerably involved in the preparation of the event, in particular provided information to VDD (Verband Deutscher Drehbuchautoren) on previous editions and advised; cooperated with IAWG, VDD

and the Steering Committee (chaired by Carolin Otto) to shape the programme, identify and contact speakers and international guests; FSE liaised with FSE member guilds and some screenwriters in countries where there is no structured organisation of screenwriters.

Sveriges Dramatikerförbund (Writers Guild of Sweden) contributed 2,500 euros to finance travels for participants from Eastern and Central Europe. ALCS (collective management organisation in UK) contributed 3,500 euros to cover part of FSE staff costs for the project.

The AGM will offer members an opportunity to assess the success of the WCOS and to consider its future.

FSE MEMBERS

The guilds

FSE is a European network / umbrella organisation created by and for screenwriters / scriptwriters' guilds in Europe. In 2018 FSE is composed of 24 guilds present in 20 countries (17 EU member states, still including UK, plus Iceland, Norway and Switzerland). There are 2 guilds in Belgium and 2 in Spain. Hungary, Portugal Serbia and Turkey were represented within FSE during a few years then the contact was lost (for financial reasons or because the guild was not active anymore, etc.). Since recent changes of the statutes of FSE, new guilds can become "candidate members" and then apply to become "full members". DSR Slovenia joined FSE as full member in 2016 and SPID in Croatia has been included as candidate member in 2018.

FSE candidate and full members pay an annual membership fee according to a fee scheme proposed by the executive committee and approved by the general assembly. A raise of fees was approved by the general assembly in 2017. Some guilds also contribute financially to FSE on a voluntary basis by hosting board meetings and other meetings or by supporting specific projects.

Full members compose the general assembly. Guilds are represented at FSE annual general meetings (FSE AGMs) by "representatives". Each country has one vote to make decisions. The first general assembly of FSE happened in Athens in June 2001. The number of representatives attending FSE AGMs is constantly growing, from about 20 participants at the AGM in 2002 to 55 registered participants at the FSE AGM in 2018.

List of FSE member guilds :

- **Austria** Drehbuchverband Austria
- **Belgium** ASA Association des Scénaristes de l'Audiovisuel **AND** Scenaristengilde vzw
- **Bulgaria** BAFTRS Bulgarian Association of Film, TV and Radio Scriptwriters
- **Croatia** SPID (CANDIDATE MEMBER)
- **Denmark** Danske Dramatikeres Forbund
- **Finland** Suomen Näytelmäkirjailijat ja Käsikirjoittajat ry (Sunklo)
- **France** La Guilde Française des Scénaristes
- **Germany** VDD Verband Deutscher Drehbuchautoren
- **Greece** ESE Scritpwriters Guild of Greece
- **Iceland** FLH Félag Leikskálda og Handritshöfunda
- **Ireland** WGI Writers Guild of Ireland
- **Italy** WGI Writers Guild Italia
- **Netherlands** Netwerk Scenarioschrijvers

- **Norway** Norske Dramatikeres Forbund
- **Poland** Stowarzyszenie Filmowcow Polskich, Koło Scenarzystów
- **Slovenia** DSR/Screenwriters
- **Spain** FAGA Federación de Asociaciones de Guionistas del Audio-visual (+ Asociación Galega de Guionistas + Escritors Valencians de l'Audiovisual + Euskal Herriko Gidoigile Profesionalen Elkarte + Guionistes Associats de Catalunya) & ALMA Autores Literarios de Medios Audiovisuales
- **Sweden** Sveriges Dramatikerförbund
- **Switzerland** Scénario
- **United Kingdom** WGGB Writers' Guild of Great Britain

The representatives

The role and responsibilities of guilds' representatives at FSE is essential to the democratic life of FSE and its efficiency in achieving the goals defined by the general assembly.

The representatives of the FSE member guilds are part of the guild's staff or board members or individual members of the guild volunteering to get involved in FSE. They are writers, lawyers, chief executives, etc.

They have a key role. For example :

- they speak at FSE meetings in the name of their guild, in particular at annual general assemblies;
- they receive and reply to emails coming from the FSE;
- they contribute to surveys and queries coming from FSE or other member guilds;
- they inform FSE on the activities of their guild and
- they report to their board, staff and individual members on the activities and debates going on at FSE.

FSE team will contact guilds before the end of 2018 to **update the contact list**.

Partner members

FSE Partner Members share in general the aims of FSE and wish to be generally associated with the work of FSE. They support FSE financially. Some have agreed to be engaged in a three-year partnership, some revised their commitment every year.

- France **SACD**
- Spain **SGAE & DAMA**
- UK **ALCS**
- USA **WGA West, WGA East**

EXECUTIVE COMMITTEE

Composition

FSE is supervised by an executive committee (also called "board") composed of **5 individuals from 5 different countries** (called "administrators" or "board members"), elected for a **two year mandate** by the general assembly. As mentioned in the statutes of the FSE: "Persons elected to the Executive Committee act in an individual capacity and do not serve as the representative of, nor are they subject to instruction from,

any Full member of the Federation". The Belgian law ruling associations ("asbl" and "aisbl") requires the official publication of the names of the board members (new board members, resignations, etc.).

The **current board members**, elected at the FSE annual general meeting in November 2017, are:

- Robert Taylor, President
- Carolin Otto, Vice-President
- Alexandre Manneville, Treasurer
- Maciej Karpinsky, Board member
- Nikolaj Scherfig, Board member

The next election of the executive committee will be held at the annual general meeting in Fall 2019. If the general assembly votes in favour of the proposed motion to increase the number of board members to 7 (including the president), the current executive committee will have the possibility to co-opt two new board members whose mandate will last until the next election at the annual general meeting in 2019.

Meetings

The executive committee meets two or three times a year, depending on board members' availability, projects and of course financial resources. In the meantime, when necessary, they can discuss and make decisions during conference calls and of course communicate by email and phone calls. David Kavanagh and Amélie Clément organise and participate to the meetings, unless an item requires a discussion between board members only.

The minutes of the main meetings (summary of discussions and decisions) are available to member guilds (they will be at disposal in the members 'area of the future website).

In 2018 the executive committee met in **Berlin on 16-18 February 2018 during the Berlinale**. It was the occasion to attend the reception of the German Script Award 2018 organised by VDD (FSE member guild in Germany) and to meet the board of VDD. The second meeting took place in **Fontainebleau, France, on 26-28 June 2018 during the Séries Series festival**. David Kavanagh participated to a panel organised by SACD and the FSE delegation attended a cocktail party proposed by the Guilde Française des Scénaristes.

STAFF & BRUSSELS OFFICE

FSE team

FSE is managed by a small team of **two part-time freelance workers** with multiple skills.

David Kavanagh, FSE executive officer, is in charge of all activities and initiatives within the various structures of the European Union which might impact on the policies and areas of interest of the FSE and its members guilds. He monitors European policies, cooperates with other authors' organisations on joint campaigns and advises the board members. He is also the CEO of the Writers Guild of Ireland. He is based in Dublin.

Amélie Clément, FSE communication and project officer, is responsible for the financial administration and secretariat, she organises the board meetings and general assemblies as well as all the projects undertaken by FSE, she liaises with member guilds and deals with communication (graphic design, new website, social networks, newsletters, etc.) and writes working documents (applications, reports...) and deal with fundraising. She is also graphic designer and illustrator. She is based in Tours, France and travels to Brussels

several times a year.

They both work from their home country and regularly travel to Brussels and other places for meetings.

The office in Brussels

FSE is officially situated in the offices of UNI EUROPA in Brussels (the European Services Workers Union), close to the European institutions. FSE does not rent an office but can use the meeting room facilities for free and a desk to work, thanks to the constant support from UNI MEI (media and entertainment sector) and its general secretary Johannes Studinger.

Despite considerable efforts to raise FSE financial income, it is still not possible to set up a full-time office in Brussels. FSE contribution to Amélie and David's expenses is much lower than what would cost renting an office and employing full time staff.

COMMUNICATION

Social networks

FSE is present on social networks.

Twitter / @ScreenwritersEU / 820 followers / More than 1000 tweets

Facebook / screenwriterseurope / 1203 followers

We encourage FSE representatives to follow these two accounts to get information on EU policies and forward to their individual members and for FSE to be informed on guilds' recent activities.

The workload in 2018 did not allow FSE staff to write and send newsletters to the guilds and to improve external communication with regularly updated databases and communiqués. The new website should facilitate the production and regularity of newsletters in the close future for various target groups.

New website

The current website of FSE was created many years ago (at least before 2008) : www.scenaristes.org. Amélie Clément managed to take over and update the website despite growing technical difficulties, until it was no longer relevant to use it. A few pages are still online until the website is definitively closed.

FSE applied to Kopinor to get financial support to create a new website, through Dramatikerforbundet in Norway. This project was initially linked to a bigger project for which FSE applied jointly with Uni-Mei in 2016 to DG Employment. Unfortunately that application was refused by the European Commission and the creation of the new website was delayed. FSE team eventually managed this year to plan for the architecture and contents and hire a webmaster to design the website.

The contents of the new website are not yet completely ready but the new website will be presented at the annual general assembly and will be officially launched before the end of 2018.

There is also the project of creating a new logo.

ADMINISTRATION & FINANCES

Financial administration

FSE team (Amélie Clément) deals with financial matters under the supervision of the treasurer (a member of the board – currently Alexandre Manneville) and the president.

The financial calendar year runs from the 1st of July to the 30th of June. However, membership fees are invoiced per annum (next call at the beginning of 2019). FSE accounts are supervised by an accountant at the end of each annual period.

The main **income** of FSE comes from annual membership fees (full members and candidate members as well as contribution from partner members).

- Membership fees : euros 40,040
- Partner members : euros 39,100
- TOTAL 2018 : euros 79,140

In comparison the income of FSE in 2010 was less than 20,000 euros (only membership fees). It reached around 33,000 euros in 2014. The financial deficit at the end of the year 2015 of more than 14,000 euros (was due to more working hours, 2 part-time collaborators, 1st FSE Award...).

The project of recruiting partner members has significantly improved the financial situation of FSE. FSE has also developed good relations with sponsors (mostly CMOs, collective management organisations) which have regularly renewed their support to projects. However the number of potential partner members is limited despite efforts in recruiting new ones and partnerships have to be regularly renewed.

Despite the growing income, FSE still does not rent an office in Brussels and cannot afford employing full time employees. David and Amélie work part-time from their home country at low cost and in a constant precarious situation. They regularly travel to Brussels and other places for meetings, however the expenses do not compete with what would cost a full time office in Brussels.

Projects are mostly financed by ad hoc fundraising, though initial work to fundraise and draft projects is included in structural expenses (staff costs).

Projects like the remuneration study (financed by BVR services) and the collective bargaining workshops (financed by the European Commission through Uni-Europa) allow FSE to develop project for its members but do not generate income for FSE. However they help cover costs such as travel and accommodation and external services (researchers, web designers, translators...).