



## **European Network of Environmental Professionals** **Strategy and Business Plan 2012-2013**

### **INTRODUCTION**

This Plan reviews the background and current situation section in Section 1. In Section 2 it reviews the objectives for 2012/13 and in section 3 relates this to the budget approved for this year and its various headings. There is also a risk analysis and a SWOT analysis as appendices.

It will be evident from the sections below that ENEP is ambitious – it will have to be to survive. The dilemma facing ENEP is how to deliver on the expectations of its members and to realise its vision while being severely limited by lack of funds and the available time of its volunteers. ENEP sought to address this by making a major application to the LIFE+ fund the result of which has just been announced. The application although scoring highly did not score high enough to be accepted and feedback is currently being sought with a view to a further application in late 2012.

## **SECTION 1 BACKGROUND AND CURRENT SITUATION**

### **1. Introduction**

1.1 EFAEP was established following a meeting in Düsseldorf in 2002 hosted by the German VDI. The founders were representatives from AFITE – Dominique Bernard, the VVM, Jan-Karel Mak and the VDI, Rüdiger Wolferz. EFAEP was founded because there was no other organization representing Environmental Professionals from across Europe. There had been an earlier organization – EFEP the European Federation of Environmental Professionals but this had not succeeded for various reasons, mostly financial and organizational. A number of current members of EFAEP had previously been members of EFEP. The name EFAEP is retained for official purposes but the trading name is now ENEP – the European Network of Environmental Professionals.

### **2. Vision**

2.1 ENEP seeks to be the leading organization for all Environmental Professionals across Europe.

### **3. Values and identity**

3.1 By being a Federation of Environmental Associations, it is uniquely placed to promote and co-ordinate the many and varied aspects of environmental work and environmental professionals while maintaining the separate identities of its member organizations.

3.2 ENEP believes environmental professionalism is one of the essential prerequisites for achieving sustainability.

3.3 ENEP seeks to influence and implement the environmental agenda throughout Europe. It will do so by being respected for its adherence to sound, objective science rather than political lobbying but will be proactive where scientific or technical evidence supports it. Where possible it will also use its influence within the wider global context and beyond the European boundaries.

### **4. Organizational culture of the network**

4.1 ENEP membership is composed of professional bodies within Europe who in turn are composed of mostly individual members. A number of member bodies may also have a degree of corporate membership. It follows a common mainland Europe practice of having a General Assembly, meeting once or twice a year and where the day to day management is carried out by an Executive Committee. EFAEP is established under Belgian Law as an AISBL – Association Internationale sans but lucratif – an international not for profit organization.

## **5. High Level Aims and Objectives**

5.1 The principal objectives of ENEP are:

- to be the representative organization for all Environmental Professionals across Europe;
- to promote and co-ordinate environmental work and environmental professionals while recognizing the separate identities of its member organizations;
- to promote adherence to environmental professional standards as one of the essential prerequisites for achieving sustainability;
- To influence and implement the environmental policy, science and education agenda throughout Europe.

## **6. Means**

6.1 The objectives will be achieved through the following:

- contributing to the development of environmental policy within the EU and other appropriate bodies;
- advising on and disseminating information on EU Legislation and its implementation;
- instigating co-operation between Professional Environmental organizations;
- encouraging co-operation and contacts between the individual environmental professionals who are the members of the organizations within ENEP;
- providing, either itself or through its members, conferences and seminars on relevant environmental issues;
- promoting training and development of skills across a broad spectrum of European environmental issues;
- exchanging knowledge, information and experiences between members;
- developing common standards of excellence, competence and good practice;
- raising public awareness of current environmental issues across Europe;
- promoting the role of the Environmental Professionals in society at large;
- ENEP shall at all times preserve and protect its status as an economically and politically independent organization.

## **7. Governance:**

7.1 Organisational Structure

- General Assembly
  - Representatives from each Member Association
- Executive Committee
  - President
  - Vice-Presidents (up to 4)
  - Treasurer
  - General Secretary
- Sub-contracted staff
  - Co-ordinator – line managed by the General Secretary
  - Project Officer – line managed by one of the Vice-Presidents
- Working Groups
- Member Associations' secretariats
- Volunteers from Member Associations

## **8. General Assembly**

8.1 The main body of ENEP is the General Assembly which meets on a twice yearly basis, usually alternating between Brussels and a venue where a member organization acts as a local host. Its activities are defined in the Statutes and follow a common pattern for many AISBLs. The General Assembly has the power within the statutes to make, amend or repeal byelaws. Changes to the

Statutes require varying degrees of acceptance by the members of the General Assembly and have to be reported to the Moniteur Belge.

8.2 The General Assembly shall have full power to achieve the aims and objectives of ENEP.

The following tasks fall within the competence of the General Assembly:

- to establish and modify the Statutes;
- to approve and dismiss members of the Executive Committee;
- to nominate and dismiss agents and to fix their remuneration when payable;
- to approve the budget and the annual accounts;
- to dissolve the organization;
- to exclude a Member;
- to transform the Association into a company with a social object (“société à finalité sociale”);
- to approve the Annual Report;
- to agree the annual membership fee;
- to define priorities of action;
- to establish such Committees or working groups as may be necessary to achieve the objectives;
- to approve Members;
- to approve any byelaws or regulations with respect to the functioning of ENEP proposed by the Executive Committee.

The powers of the General Assembly are delegated to the Executive Committee which is composed of a President, up to four Vice Presidents, a Secretary and a Treasurer.

## 9. Executive Committee

9.1 ENEP is administered by an Executive Committee. It has full powers to undertake all matters not reserved to the General Assembly unless stated otherwise. Specifically it undertakes following:

- to determine the dates and locations of the General Assemblies;
- to propose the annual budget;
- to propose membership fees;
- to implement the priorities for ENEP as agreed by the General Assembly;
- to consider applications for membership and submit these with a recommendation to the General Assembly;
- to devise and submit internal regulations or byelaws considered to be useful for approval at the General Assembly;
- to consider requests from members and to take appropriate action including referral to the General Assembly;
- to delegate specific and limited powers and/or the daily management to one or more people, whether or not a Member of the Executive Committee or a Member of ENEP and whether paid or not;
- to represent and bind EFAEP without supplementary authorization of the General Assembly, for all legal and extra legal purposes;
- to undertake all management and administration which are not assigned by law or the constitution to the General Assembly.

## 10. Resources

### 10.1 Financial assets

The table below shows the balances at the end of each financial year which have shown a steady increase until 2010. The General Assembly then agreed that in order to support the payment of the Project Officer, it was justified to run a modest deficit. There are some indications that IEMA will not continue with its membership in which case the deficit will increase and the impact of this is also shown below:

#### ***ENEP Actual and Projected Balances (€000)***

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Balance	3.79	8.74	9.88	17.88	27.14	35.32	47.11	50.15	47.02	37.29	27.29
Balance*										30.29	13.29

\* Less IEMA from 01.01.12

### **10.2 Non-financial assets**

ENEP has limited equipment to support the work of the Co-ordinator.

### **10.3 Volunteers**

ENEP is heavily dependent on the work of its volunteers which constitute the following:

1. The representatives to the GA
2. The ExCo
3. The Secretariats of the member organizations
4. The Chairs and members of the Working Groups

The ExCo meets about 8 times a year and the individual members undertake many tasks between meetings. Member Association Secretariats have also given valuable additional support.

The General Assemblies are usually supported by a host organization which has often provided hospitality or successfully sought sponsorship. The host organization has usually been responsible for organizing a side event.

### **10.4 Working Groups**

In response to demands for more member involvement, several working groups have been established with varying levels of activity. Working Groups are however at their most successful when supported by central resources. They also have a small budget allocation.

### **10.5 Office and meeting space**

EFAEP has a valuable base in Brussels Mundo-B (B-1050) which can also be used by its member organizations and is a benefit of membership.

### **10.6 Staff**

EFAEP does not employ any staff directly but operates two contracts:

A Project Officer, Simon Pascoe, based in Brussels is contracted for one day per week line managed by a Vice-President;

A Co-ordinator, Jason Reeves, based in the UK with close links to IEEM is contracted for 0.5 days per week line managed by the Secretary.

An annual audit is carried out externally by ICount4U

Paid external advice may be sought in relation to fund raising and database development.

The website and database are both managed under external contracts.

## **SECTION 2: ACTIONS FOR 2012-2013**

### **11 Organisational Objectives for 2012-2013**

#### **11.1 The overarching objectives:**

- Increase/improve interaction between members
- Increase/improve services to members
- Increase financial and non-financial resources
  - Increase number of members
  - Increase available staff time
  - Find funding
  - Pursue advertising revenue through website and Platform

#### **12. Detailed objectives:**

##### **12.1 Increase Staff Time**

The current availability of staff time to support the activities of ENEP is limited to one day per week for the Project Officer and half a day per week for the Co-ordinator. Both individuals do an excellent job within that constraint and undoubtedly contribute more than their contracted time but the ability to increase the available time is limited by the current financial resources.

**Action: ENEP will seek to increase the time of support staff when financial resources allow.**

##### **12.2 Increase the number of member organizations**

The number of members has increased steadily but there are still a number of countries where ENEP is not represented. These include Austria, Bulgaria, Croatia, Cyprus, Denmark, Estonia, Greece, Hungary, Iceland, Ireland, Latvia, Lithuania, Luxembourg, Malta, Norway, Poland, Romania, Serbia, Slovakia, Slovenia and Sweden.

Contacts have been made with organizations or individuals in Croatia, Greece, Iceland, Romania and Slovakia, some of which may eventually result in new members.

Apart from any financial aspect, broadening the scope of ENEP gives the organization more credibility and may also open up opportunities to positively influence the environmental agenda where support is needed.

**Action: ENEP will continue to make contact with organizations in countries where ENEP is not represented.**

##### **12.3 Increase and improve benefits and services to members**

###### **12.3.1 Services to Members**

Considering the fee of just one Euro per member, ENEP provides a wide variety of services to both to the member organizations and to the individual members of those organizations. It does this through the voluntary efforts of the members of the ExCo, the voluntary efforts of those involved in the working groups, the voluntary efforts of the member organizations themselves and especially their Secretariats in arranging and hosting General Assemblies and the paid services of the Project Officer and the Co-ordinator. With these means at its disposal further increases in services to members will clearly be limited.

###### **12.3.2 Recognition of services**

It appears from the membership survey that individual members of the member organization may be unaware of what ENEP offers. Publicity about these activities needs to be better publicised to individual members:

**Action: ENEP urges all member organizations to publicise effectively to their own members the advantages offered by membership of ENEP.**

###### **12.3.3 Specific services:**

**The numbers attached refer to the budget from which they will be supported.**

###### **12.3.3.1 The Bulletin (8)**

**Action: ENEP will produce the Bulletin on a quarterly basis.**

#### **12.3.3.2 Newsflash (8)**

**Action: ENEP will produce the newsflash on a monthly basis**

#### **12.3.3.3 Funding Opportunities for members (8)**

There are many opportunities for funding from the EU and advice about these opportunities would be of benefit to members

**Action: ENEP will advise members as and when it becomes aware of suitable opportunities for funding.**

#### **12.3.3.4 Legislative Tracking (8)**

At the Meeting of the Secretariats in February, Legislative Tracking was identified as a useful service and ENEP should be able to provide this.

**Action: ENEP will investigate how to produce an EU Legislative Tracking Service for members.**

#### **12.3.3.5 Use of Facilities at Mundo B (9)**

ENEP has secured the use of meeting rooms for a number of days per year and these can be made available to members by prior arrangement with the Co-ordinator. There is also an excellent conference room and food is served on a daily basis at modest rates.

**Action: ENEP will maintain its base at Mundo B and encourage its use by member organizations.**

#### **12.3.3.6 The ENEP Platform/database (1,4)**

The ENEP Platform is a very useful and important facility which provides information and allows direct communication with the individual members of the member organizations.

The database is a specialist service available to members but despite a number of years of development and a great deal of voluntary time, its overall use though rising, remains small. Two organizations account for over 50% of the users. For the remaining members, the picture varies but overall only about 5% make use of it. In a number of cases the member organizations have their own database, job advertising or means of providing similar services and therefore probably do not see the need for it. At the GA in Frankfurt it was proposed that a further €12.000 be spent on its development but this remains unresolved. At the GA in den Bosch it was agreed that €5.000 be spend on a professional evaluation of its use but this has not yet been undertaken as it was hoped to incorporate this in the grant from the EU if that had been successful. At the Secretariats Meeting in Brussels the value of the ENEP database was questioned as its provisions may vary in their relevance to different member organizations. Whether further investment will produce a product with significantly more use is unknown and therefore external advice still needs to be sought.

**Action: ENEP will seek external advice on the future of the database and whether further investment in its development is justified or whether it could continue in its current form and still serve the needs of those who use it but without further cost to ENEP.**

#### **12.4 Accreditation of Environmental Professionals (5)**

This topic was discussed at the GA in Den Bosch when a progress report was made. There is interest from the EU in this concept and a real opportunity for ENEP which is uniquely placed to take this forward. It is however recognised that interest in this idea does vary between organizations and between countries. It is planned to hold a side event at the Helsinki GA in September 2012 on this theme.

**Action: ENEP will develop this concept through its working group and liaison with EU officials and also explore the feasibility of awarding a title such as European Environmental Professional.**

#### **12.5 Knowledge and skills interchange**

As an environmental network ENEP is well placed to promote skills and knowledge interchange but how this might best be achieved requires further consideration.

**Action: ENEP will explore how skills and knowledge exchange might be achieved**

#### **12.6 Interaction and collaboration between members (7)**

ENEP is still limited as to how it operates as a network: some organizations are more active in what they contribute to ENEP and this does not obviously relate to the size of the organization. Activities which require joint collaboration are very helpful such as Green Week, Working groups, events organised by a particular Member – e.g. the 25th Anniversary of the VVM in Den Bosch but more can be done.

**Action: ENEP will explore and promote ways in which greater interaction between members can be achieved.**

## 12.7 Events and Activities (6)

There are a wide variety of events open to ENEP members and through its connections and where increased presence would be welcome. These include:

- General Assemblies – now two per year (7)
- Side Events at the General Assemblies (5,7)
- Working Group events with opportunities to develop and explore ideas within a particular subject area (5)
- Brussels networking events offering opportunities to meet EU officials and MEP's. These can be used to promote ENEP, member organization and to explore opportunities for funding or collaboration (8)
- Green Week where ENEP has had a stand for the last two years and is seeking to have a joint stand in 2012 with the European Water Association. This event attracts in excess of 15,000 visitors per year. (6)
- The 5<sup>th</sup> European EMS Forum to be held shortly in Brussels (5)
- The European Environmental Press awards where ENEP has played a part in the judging over a number of years
- The annual Pollutec Exhibition in France

**Action: ENEP will publicise as many such events as possible and encourage attendance by representatives from member organizations.**

## 12.8 Communication (7)

12.8.1 At the GA in Bilbao it was apparent that there was a demand for better communication within the organization and to achieve a better balance between bottom up and top down. There is also the issue of communication between ENEP centrally and the various Secretariats. The meeting of the Secretariats held in Brussels in February on 10 February was meant to address this point. This was a successful meeting but unfortunately not well attended. Communication within the member organizations to its members about what ENEP has to offer is also very important and some organizations appear to be more effective than others.

**Action: ENEP will seek to improve and expand its internal communication to members of the GA and to encourage member organizations to increase their internal coverage of the work and opportunities offered by ENEP.**

12.8.2 The ENEP database is another means of communication but other social networking facilities such as LinkedIn and Facebook may provide useful alternatives and their potential use for ENEP is being explored.

**Action: ENEP will continue to evaluate the use of social network sites as a means of internal communication and possibly substituting for the ENEP database.**

## 12.9 Working Groups (5)

There are now several working groups in operation and this has proved very positive for ENEP.

12.9.1 The Biodiversity Working Group has played a key role in the last two 'Green Week's and will be organising the side event on Green Infrastructure at the GA in Basel. It would be useful for this group to promote a professional interest in Eye on the Earth (see 'BISE', 'Biodiversity Information System for Europe')

12.9.2 The Climate Proof Cities Working Group organised the last side event at the GA in Den Bosch.

12.9. These groups are an ideal way of involving individuals who might not otherwise attend ENEP meetings. There is currently a small budget allocation for the working groups but despite some suggestions that lack of funds limit the possible activities, there has been little call for these funds to be used. Several of the working groups have their own action plans and will need to address their how they will be implemented. However not all working groups appear to be working successfully and their effectiveness will need to be increased. Also the environmental scene is a rapidly changing one and new issues are expected to arise which might warrant the establishment of new groups or the disbanding of existing ones if they are no longer relevant.

**Action: ENEP will support existing working groups as far as possible and encourage new groups to be formed on relevant themes.**

## 12.10 Increasing the Profile and Influence of ENEP especially in the EU (8)

Gaining influence in Brussels is a two-way process and ENEP needs to develop an understanding of the Agenda as seen by the EU – the MEP's and the Commission and to consider where it can contribute.

There are various ways in which the profile can be raised:

- Meeting with European Members of Parliament (MEP's) in Brussels when suitable opportunities arise.
- Meeting with MEP's in Member States - this is a role for individual members of ENEP when they might want to promote their own organization as well as ENEP.
- Meeting with various officials within the Commission
- Attendance at major environmental events such as Green Week and where ENEP has had a stand for the last two years and currently has an application for 2012 jointly with the European Water Association. (In 2011 the ENEP stand was visited by Commissioner Janez Potočnik and the opportunity taken to acquaint him with the work of ENEP)
- Awards such as the EEP where ENEP has been involved with the judging for a number of years
- Production of Press Releases
- Production of Position Statements on relevant environmental issues. It is proposed in 2012 to produce a Position Response on the Green paper on Green Infrastructure and a Position Paper on the Blueprint for Water.
- Entering into closer working with other environmental organizations – e.g. the EWA (European Water Association), EFCA (European Federation of Clean Air and Environmental Protection Associations – The ENEP President has recently met with them)
- It has been suggested that ENEP look into the possibility of a European Parliamentarian Award or similar in order to foster links with European officials and raise our profile.

**Action: ENEP will continue to use opportunities for profile raising as they arise.**

### 13. Financial issues and constraints

The only source of income at the moment is from subscriptions from the Member Organizations. This is based on 1€ per paying members with adjustments for small and large organizations. The table below copied from 10.1 underlines the need to increase income to the organization

#### **ENEP Actual and Projected Balances (€000) (From 10.1)**

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Balance	3.79	8.74	9.88	17.88	27.14	35.32	47.11	50.15	47.02	37.29	27.29
Balance*										30.29	13.29

\* Less IEMA membership from 01.01.12

Five options for increasing income are currently possible:

- Income from member organizations
- Income from commercial sponsorship
- Income from the website
- Income from EU funded projects
- Income from the operation of an accreditation scheme for Environmental Professionals

#### 13.1 Income from Member Organizations

This is dependent on:

- the fees agreed per member
- the number of member organizations
- the size of the member organizations

##### 13.1.1 Fees per member

This is currently set at 1€ per member with an upper ceiling of €7.000 and a lower ceiling of €250. These levels have remained unchanged since the start of ENEP ten years ago and have therefore been eroded significantly by inflation. Suggestions that they should be raised have not been generally

supported in informal discussions with the member organizations but did have some support from those responding in the Membership Survey. Opposition from member organization would appear to be partly due to the fact that the organization pays the fees on behalf of its members and this sometimes appears as a significant sum in the accounts of that organization.

**Action: the ExCo will present proposals for increasing the individual membership fee for consideration at the General Assembly in autumn 2012 taking into account the erosion of the current fees due to 10 years of inflation.**

### **13.1.2 Number of Members**

The number of members has increased steadily but there are still a number of countries where ENEP is not represented and also opportunities to increase the number of environmental organizations in countries already represented. In the last year we welcomed additional new members from Belgium, France and Spain.

**Action: ENEP will continue to follow up any opportunities for increasing membership in countries not yet represented and seek to increase the numbers of members from countries where there is already some representation**

### **13.1.3 Size of Members**

ENEP members range in size from about 150 to about 14,000. From year to year there are fluctuations in numbers within the organizations but the overall trend has been for modest rises. A number of organizations include membership of ENEP and making use of its services as a tool in their own membership recruitment.

**Action: ENEP will point out to its member organizations the help that membership of ENEP may be in increasing its members.**

### **13.2 Income from EU Funded Projects**

ENEP has explored these possibilities for some time including various meetings with Commission officials. There is a wide variety of schemes available but to be of interest to ENEP, they must involve a relatively small proportion of matched funding from ENEP and ENEP, through its own resources, member organizations or working groups must be able to deliver the requirements of a particular programme. Competition for such funding is intense and ENEP applied, unfortunately unsuccessfully, to the Life + Fund.

**Action: ENEP will continue to monitor and consider all possibilities for funding of its activities by the EU and will make further applications where and when appropriate.**

### **13.3 Income from Commercial Sponsorship**

Ad hoc applications have been made to various organizations over several years such as Toyota and the Sigrid Rausing Trust but without success. At the GA in Den Bosch it was agreed that we would allocate funds to seek professional advice on how this might best be pursued. In the event an opportunity for EU funding arose (13.2) and this funding allocation was switched to hire professional help in making the application.

**Action: The ExCo will resume its search for possible sponsorship after seeking professional advice.**

### **13.4 Income from the Website and the ENEP Platform**

Advice was obtained from Elmo in October 2011 which was that the current level of use of the website is too low to attract commercial advertising interest. Currently about 25 commercial organizations make use of the ENEP platform/data base for recruiting purposes. It is considered that this may produce a small amount of income.

**Action: ExCo urges all member organizations to encourage as many as possible of its members to use and visit the ENEP website to acquaint themselves with ENEP and what it has to offer but also to increase traffic. ExCo will monitor commercial use of the platform and introduce a charge as and when appropriate.**

### **13.5 Recognition of Environmental Professionals**

This is referred to in 12.4 as a service to members but it may also have commercial potential.

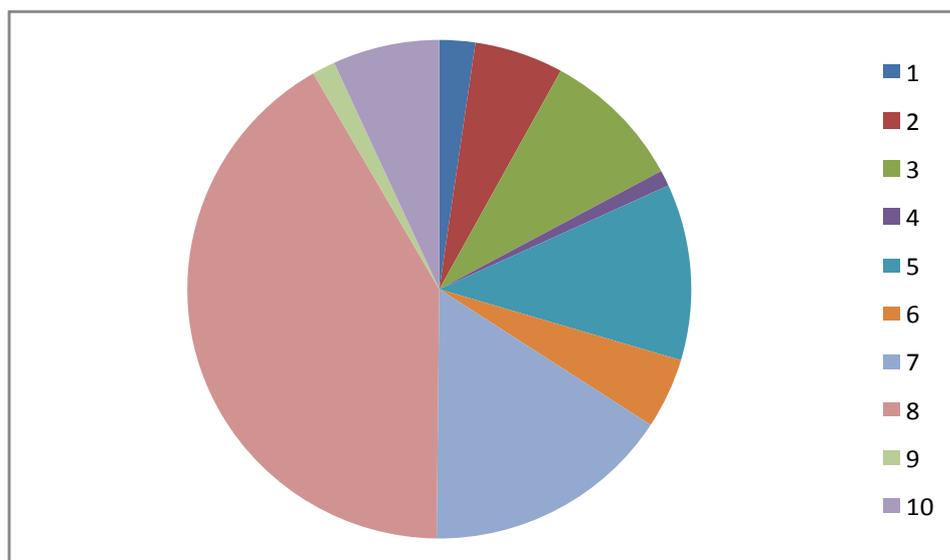
**Action: ENEP will explore the commercial potential of awarding a title such as European Environmental Professional.**

## **CONCLUSION**

**These are ambitious targets for ENEP –they are only partially achievable but only if ENEP is successful in attracting external funding.**

## SECTION 3. FINANCIAL BREAKDOWN AND SMART ANALYSIS

### Approved Budget for 2012



- 1: Website Maintenance €1.000
- 2: General Assembly €2.500
- 3: Website and Database Development €4.000
- 4: Finance costs €450
- 5: Working Groups €5.000
- 6: Green Week €2.000
- 7: Co-ordinator €7.000
- 8: Project Officer € 18.150
- 9: Mundo B Office €650
- 10: Sundries €3.000

### SMART ADAPTED ANALYSIS for 2012

Action	Cost	By Whom	Result	Timetable
<b>General</b>				
Increase staff time	€10-16,000 per one day per year	Paid contactor	Increase activities	Unlikely for 2012
Increase number of member	Possible travel costs (10)	ExCo members	Increase influence,	On-going in 2012

organizations by three			activities and income	
Publicise activities	No extra cost	All GA Members	Increased awareness of ENEP and what it has to offer	On-going in 2012
4 editions of Bulletin	No extra cost (8)	Project Officer	Increased services to members	2012 Quarterly
12 editions of Newsflash	No extra cost (8)	Project Officer	Increased services to members	2012 Monthly
Seek Funding Opportunities generally	No extra cost (8)	Project Officer	Increased services to members	On-going 2012
Legislative Tracking	No extra cost (8) (10)	Project officer with Info from ENDS	Increased services to members	? editions per year
Continue Mundo-B facilities	Covered by contract (9) (7)	Arranged by Co-ordinator	Increased services to members	On-going 2012
Maintain ENEP Platform	€2000 per year Maintenance (1)	Input by Co-ordinator	Maintains services to members	On- going 2012
ENEP Database Development	€4.000 (3)	ExCo and external advice	Increased services to members Decision on future needed	On-going 2012
Internal Communication and administration	No extra cost (9)	Co-ordinator	Supports organization	
<b>Working Groups (WG)</b>				
Biodiversity Side event at BASEL GA Green Week	(2) (5)	WG	Service to members and advancing knowledge	2012 April
Climate Change	Green Week(5)	WG	Service to members and advancing knowledge	
Professional recognition Side event at Helsinki GA	(2)(5)	WG	Service to members and advancing knowledge	2012 Sept
Climate Proof Cities	(5)	WG	Service to members and advancing knowledge	
EMS 5th EMS Forum in Brussels	Usually cost neutral/small profit (5)	WG	Service to members and advancing knowledge	2012 May
Evaluate future working groups	No extra cost	ExCo		
Knowledge and skills interchange		Input by Co-ordinator		
<b>Finances</b>				
Report on result for 2012	€450 Audit costs (4)	Treasurer	Budget outturn	2012 April

Maintain income and expenditure record	No extra cost (7)	Co-ordinator		
Prepare budget for 2013	No extra cost	Treasurer	Budget approved	2012 Sept
Submit proposals for Membership fee increase	No extra costs	Treasurer	Stronger financial base	2012 Sept
<b>Profile Raising</b>				
Green Week Attendance	€2.000 allocated (6)	ExCo and working groups	Exposure to c 15,000 visitors plus Commissioner etc.	2012 May
4 Press releases	No extra cost	Project Officer	, Raises awareness	2012
Position Statement s	No extra coat	Working groups, ExCo	Increases credibility	2012 as appropriate
EEP awards	(10)	Afite	Raises awareness	2012
Miscellaneous	(10)	Project Officer, Working Groups, ExCo		
<b>Governance and Management</b>				
Hold 2 General Assemblies	€2.500 allocated for 2 GA's(2)		Maintains services to members	2012
GA Admin	No extra cost (7)	Co-ordinator		On-going 2012
Hold Secretariats Mtg	(10) (7)	Co-ordinator		Done Feb 2012
ExCo 8 meetings	Generally no extra cost (10)		Governance	On-going 2012
ExCo support	No extra cost (7)	Co-ordinator	Governance	On-going 2012
<b>Miscellaneous</b>				
Review of Database Development (approved for 2011 but not spent pending result of Life+ application). This was necessary to justify expenditure of a proposed further €12.000 of the database development	€5.000	Consultant	Decision on further development and future to justify expenditure	2012 by Helsinki GA
Apply to Life+ for 2013	€2.500 (10) (8)	Project Officer, outside consultant, ExCo	Poss €300.000	2012 Dec