

**EUROPARC Federation**

**Director's Report to Council**

**21<sup>st</sup> September 2011**



**Summary :**

Annual Report for 2010 and  
summary of 2011 activities to date

**Actions:**

For information

For approval: Provisional work activities and costs for 2012

## Director's Report to the General Assembly

The report of the activities of the EUROPARC Federation for the period January –December 2010 was contained in the annual report issued on April 11th 2010. Copies, in English French and German, can be obtained by download from the EUROPARC website <http://www.europarc.org/library/europarc-publication/annual-report/>.

Activities completed since the annual report was issued, from January 2011 to Sept 2011, are summarised below.

### Staffing

- Cornelia Ehlers , Executive Administrator and Project Officer, will return to work on a 40% basis from September 15<sup>th</sup> 2011.
- Alexandra Crineanu , who joined us in September 2010, left following the completion of her internship. We anticipate Dea Mijakovac from Croatia will join us in October 2011.
- Diana Gallrapp was off sick from April 2011 and is now on maternity leave for at least one year.

These changes amount to in effect just under 30% reduction in staffing capacity, which has had impacts on the capacity of the team to deliver the workplan. This reduction in capacity was at the same time as a time of rapid submission of applications and tenders in an attempt to secure our immediate financial future. Due to a sterling effort by staff and excellent input from interns and support from council, sections and working groups, we have managed to meet the majority of our commitments. However, the long term prognosis is that a project manager with skills in anticipating and creating partnerships and writing up project applications is needed. It may be something we have to contract out if and when monies are available.

### Financial update

Due to a shortfall in anticipated income at the end of 2010, resulting in an immediate cash flow problem , a request in November 2010 was made and agreed by council for 50.000€ to be moved from the savings account to the giro account in order that financial commitments could be met. This was fully returned to the saving account.

Although no income was obtained from EUROPARC consulting in 2010 at the close of accounts for 2010, 20.000€ have been received from EUROPARC Consulting in July 2011, for which we congratulate them on a good year. The donation is greatly appreciated.

The final audited accounts as previously reported did show a negative result of 91.000€. This was discussed at length in previous reports and further discussed with EUROPARC Consulting at their board meeting to ensure timing and sufficient communications are received in advance, so that sound budgeting decisions can be made. Although this was principally the result a cash flow difficulty, the reserves would have absorbed this negative result. We are required to post the summary profit and loss statement, which indicates our financial capacity. With two years of negative results, this may compromise our ability to reassure funders of our financial strength, yet we do retain sufficient reserves to met our current commitments. Like many NGOs we live precariously and STILL rely on the income from membership fees, which we are lucky to have as a base to our finances.

As previously reported the application for the NGO grant was unsuccessful in 2011. However, with careful budgeting, including travel payments not above 350€, and some small income contributions

from current and new projects as well as EUROPARC Consulting, we have managed to maintain sufficient cash flow to date. However there remain 80.000€ as yet unpaid membership fees (Sept 2011) . Again this will impact significantly on EUROPARCs cash flow from October through to December. Were these fees to be received the cash flow problem would be hugely reduced, if not eliminated. I therefore anticipate a further request for a withdrawal from the savings reserves. Although disappointing, it is still a remarkable achievement that we have stayed within a shrinking budget considering the loss of the anticipated 94.000€ income we did not receive as a result of the unsuccessful NGO application.

## **Membership**

*Details are contained in a separate report.*

The total amount of membership fees invoiced in 2011: €292.933

Fee payment percentage (01.09.2011): 72% (sum outstanding: 80.555 €)

## **EUROPARC/Eurosite Joint Committee**

This is reported elsewhere on the agenda; suffice it to say the Director is grateful for the collaboration and support of Neil Macintosh from Eurosite in the preparation of the papers.

## **Project development**

To summarise:

The Parks and Benefits project will conclude in January 2012, with final payment coming some time later. The STEPPA project will end at the end of November 2011.

- Youth in Action –An application for a Partnership Building activity “Action for youth in Parks” was successful and the Junior Ranger/Ranger Training seminar is planned for November.
- The only projects ongoing into 2012 will be the Sustainable tourism destinations project funded by BfN, and the Grundtvig project.

The following applications have been submitted with partners and we eagerly await results:

- New Bio-geographic Process-Technical and scientific support in relation to the Natura 2000 Seminars Process , in collaboration with IUCN, Eurosite, Alterra and CEEweb. Commencing January 2012.
- Europe Goes Wild: Wilderness restoration in Europe in collaboration with WWF DCP and Pan Parks. Commencing September 2012.
- EME Natura 2000: Efficient Managers for Efficient Natura2000 Network in association with Pro Parks. Commencing September 2012.
- BEST - Biodiversity and Sustainability in Macronesia, the Fortunate Islands, with partners in the Macronesian region. Commencing January 2012.
- Cross-border Programme Bosnia and Herzegovina – Montenegro with COSV in Italy.
- Environmentally sustainable camps in Tourism, with Viaggi dell’Elefante s.p.a., a means to protect Protected Areas, contribute to the Climate Change and boost the stagnant tourism economy.

We are also planning to submit an application under the Central Europe (CE) programme lead by Delta de Po regional park in Italy, entitled FORCE, Fostering of healthy food productions in European protected areas with Slow Food International.

We will also prepare a further application for the NGO core grant for 2012.

Excluding the NGO grant, if all applications were successful we could see an income of approximately 100K. An exact per-annum income is difficult to predict at this stage because final awards have not been made and timings of pre-payments and reimbursement payments vary considerably.

### **Work-plan Overview**

The following summarises the activities to 1<sup>st</sup> September 2011.

The summary table below shows activities that have been started in all areas of the work-plan. The activities only show the operation of the Directorate team and do not include the work undertaken by sections. That will be reported separately. The Director would like to thank the new working groups and standing committees, convened in 2010, for their excellent hard work and contribution to the work-plan.

**Table 1: Summary table of work undertaken against strategic headlines and objectives of the EUROPARC strategy.**

	EUROPARC Strategy Objectives	Summary of progress to 1 <sup>st</sup> Sept 2011
<b>Support the management of Europe's protected areas</b>		
<b>Indicate and share the benefits and values of Europe's protected areas</b>		
1.	To communicate the importance of protected areas in the adaption to and mitigation of climate change and biodiversity loss, and facilitate the sharing of best practice and expertise the management of protected areas in climate change and biodiversity loss	<p><b>Lobbying and Meetings with Commission and other bodies</b></p> <p>Natura2000: Liaison with other NGOs (ELO-IFOAM-IUCN, WWF , Bird Life) EHF network and EHF working groups (Natura 2000 management , Financing N2000). Collaborated with EHF on position paper to DG Env on Financing N2000; attended DG Env expert working group on Management N2000; Meeting with DG Env for the Biogeographical seminar process; submitted responses to EU consultation on financing N2000 and on future of the LIFE programme.</p> <p>2020 EU Biodiversity Strategy: Collaborated with EHF on article; attended meeting with EHF and DG Env.</p> <p>Green Infrastructures: part of the EHF working group; attended EU Green Infrastructure Conference; Contributions sent to the Green Infrastructures policy developments .</p> <p>CAP reform: organised a seminar in Brussels to discuss the reform and define EUROPARC strategy; responses to EU consultation on CAP reform; we became part of the CAP-NGO network; Produced article with other NGO on CAP reform published in European Voice; open letter to MEP for a more ambitious reform; contacts with MEP and lobbying for amendments to the DESS report; together with CAP-NGO network sent letter to all DG on CAP interservice consultation; support to the publication of the CAP-factsheets.</p> <p>Sustainable Tourism: submitted response to EU consultation - DG enterprise on sustainable tourism; attended TSG expert group meetings;</p>

### **Communications , Enews , articles, publications**

- Eight e-news published with many more texts and emails in French, Spanish and Italian and including updates from Brussels.
- Updated the distribution lists for mailings.
- PA insight is due imminently and will be available at the conference.
- The E-News is currently distributed to 1856 email addresses and the PA In-Sight to 1391 addresses including officials and international press.

### **Press**

- Five emails were sent out to press contacts across Europe. These were about: the Alfred Toepfer Scholarship; the European Day of Parks; the EUROPARC Conference 2011 and the Charter networking conference. The European Day of Parks release was also sent to members to adapt and use on a local level.
- Local press was generated at the Forest of Bowland Charter Award ceremony in March 2011.
- An interview was given for the European Day of Parks in Bulgaria and Carol Ritchie gave a radio and television interview regarding the Charter networking event in Serbia.
- A local newspaper article was released in Altmühltal Nature Park regarding the staff day volunteering in the protected area.
- Ten information emails were sent to members so far regarding various internal matters.
- Two articles were published with contributions from the EUROPARC Federation.

### **International work**

- Work with Parks Forum has concluded and we will launch the draft of staff exchange scheme at the conference.

		<ul style="list-style-type: none"> <li>• A generous invitation from Redparques to WCPA world leadership forum in Columbia in September will give EUROPARC the opportunity to discuss further future project work, particularly in staff exchanges and sustainable tourism. A Redparques representative will be present at our conference.</li> <li>• An approach was made to EURAOPC by the US NPS to formalise our interaction with a MoU. EUROPARC gladly agreed and this will be signed by Director and Director of NPS, Jon Jarvis, in Columbia. A representative of NPS will attend the conference.</li> </ul> <p><b>Transboundary update</b></p> <ul style="list-style-type: none"> <li>• The Directorate supported the Preparation of TransParcNet meeting with Krkonoše National Park (CZ) and Karkonosze National Park (PL), in June 2011. There were 56 attendees from 16 different countries.</li> <li>• An intern has updated the list of transboundary areas in Europe and the working group will use this to promote the scheme more widely next year.</li> <li>• Work of Transboundary Evaluation Committee and Working Group: <ul style="list-style-type: none"> <li>○ Currently the committee and working group are operating together, but they will split with separate roles in 2012.</li> <li>○ In addition to executing the 3rd TransParcNet meeting in June in Krkonoše five new transboundary verifiers were trained on the island of Vilm in July.</li> <li>○ The STEC recommended the re-awarding of two pairs of TB parks - Krkonose and Karkonose and Oulanka - Panajaervi . These will be awarded at the annual conference.</li> </ul> </li> </ul>
2.	To improve the management of biodiversity management in Europe's Natura 2000 and protected areas network, and enhance knowledge of EU policies among EUROPARC members	<p><b>Communications articles</b></p> <ul style="list-style-type: none"> <li>• There were articles in Brussels news updates, in the news section on the website and information on the new EUROPARC Facebook page. A new Junior Ranger facebook page was also launched.</li> <li>• Regular promotion of Natura 2000 and of EU policies in all EUROPARC publications,</li> </ul>

		<p>Brussels News updates and new Europe section in the E-News</p> <p><b>Lobbying work in Brussels</b></p> <p>Attended Green week and EU LIFE conference.</p> <p>Natura2000: Liaison with other NGOs (ELO-IFOAM-IUCN, WWF , Bird Life) EHF network and EHF working groups (Natura 2000 management , Financing N2000). Collaborated with EHF on position paper to DG Env on Financing N2000; attended DG Env expert working group on Management N2000; Meeting with DG Env for the Biogeographical seminar process; submitted responses to EU consultation on financing N2000 and on future of the LIFE programme.</p>
3.	<p>To demonstrate the values and wider benefits of protected areas to their surrounding landscapes, regions and communities to increase knowledge and information about sustainable development.</p>	<p><b>Parks and Benefits</b></p> <ul style="list-style-type: none"> <li>• Monitoring report sent in to project managers.</li> <li>• Parks and &amp;Benefits preparing best practices about Charter implementation and PPP (Public-Private-Partnership) in protected areas. Parts of this project have been sub-contracted to EUROPARC Consulting due to Diana Gallrapp’s sick leave being unavailable to complete the assigned work. We are grateful to the Park &amp; Benefits team for enabling this flexibility.</li> <li>• Communications: Exhibition “Living Parks” going Baltic - it was exhibited in Estonia, Latvia and is currently in Norway; Presentation about Charter Part I+II, promotion material: Flyer, film, brochure, calendar (2012).</li> <li>• Other: Fostering experience exchange; Development of Charter Part II.</li> </ul> <p><b>Charter for Sustainable Tourism</b></p> <ul style="list-style-type: none"> <li>• 17 Charter applications were approved by Council for 2011. 7 new verifiers were trained on the Island of Vilm, led by EUROPARC Consulting and Directorate courtesy of</li> </ul>

support from BfN and TUI.

- The European Charter for Sustainable Tourism Evaluation Committee meets annually in June to assess the verification reports completed for Charter applicants. This year's meeting was in Djerdap National Park, Serbia. Over the last few years, the meetings have taken place over two days in order to deal with the many Charter applications received.
- Each report is carefully scrutinized by every member before they come to the Committee meeting. During the meeting all the pros and cons, the strengths and weaknesses of each Charter candidate, are carefully assessed before the Evaluation Committee makes its decision.
- The Committee is also responsible for the technical appraisal of the Charter Part II methodology which each EUROPARC Section submits to the EUROPARC Federation. After the appraisal, the Committee sends its recommendation to the EUROPARC Federation Council that then decides whether or not to approve it for use in that part of Europe.
- In the course of the year the Committee is also available for advice and consultation on all matters concerning the Charter. Because of its expertise and objectivity, the Evaluation Committee has greatly contributed to the success of the Charter. In working closely with the EUROPARC Federation Council and Directorate the joint work ensures that the Charter will continue to be the number-one quality label for sustainable tourism in European protected areas.
- The 7th Charter network meeting "Building Bridges - Seeking solutions", EUROPARC's seventh Charter Network Meeting, took place in Djerdap national Park, Serbia. Over 200 participants attended, many from Eastern European countries newly exploring sustainable tourism issues.
- STWG: The work of the sustainable Tourism working group has been storming ahead. The first STWG meeting in Olot, Catalonia, Spain took place on 23.-25.5.2011 and with STWG Task Force meetings on Skype 5 times, STWG Task Force meeting in Serbia 29.-

		<p>30.6.2011, and STWG Task Force meeting in Siggen 11.-13.7.2011, with input into Thematic Charter development side meeting in EUROPARC Conference 2011. The Directorate has contributed with financial support for Paulo Castro to attend meetings.</p> <ul style="list-style-type: none"> <li>• 2 Charter News were sent around to the Charter contact list.</li> </ul> <p><b>Sustainable Tourism Destinations</b></p> <ul style="list-style-type: none"> <li>○ Due to some excellent work by our intern Alex Crineanu, and supported by Paulo Castro, the data gathering work for sustainable tourism criteria and magic numbers have been completed. Charter park verification reports have been analysed and examples of best practice collated. These will be analysed by the next meeting of the project team in October 2011.</li> </ul> <p><b>Steppa</b></p> <ul style="list-style-type: none"> <li>○ A meeting took place in Adamello Brenta, business and customer surveys have been completed and all work is being finalised and translated. The final meeting will be in Finland in October 2011.</li> </ul>
4.	Raise awareness of the role that Natura 2000 sites and Europe's protected areas play as providers of opportunities for the promotion of public health and well-being	<ul style="list-style-type: none"> <li>• The Health working group met twice, at their own costs, following the 2010 annual conference. Discussions however took place by e-mails and phone calls. After that discussions about roadmap and common project planning. Planning in Scotland in March 2011.</li> <li>• The discussions have concentrated on common project planning (not yet successful), developing situation analysis on national level, examining benchmarking between EAI and EUROPARC NB members, cooperation with Scandinavian project 'frisk i naturen', input into workshop in annual conference. Unfortunately we have not been able yet to find a funding instrument to support the work.</li> </ul>

5. Illustrate the contribution of Europe's protected areas to the sustainable use of natural resources and their links to a range of other policy areas.

- The **work of the Ecosystems and Economics working group** convened in 2010, saw meetings taking place in November 2010 in Northern-Ireland (Causeway Coast and Glens Heritage Trust) and in May 2011 in England (North-Pennines AONB). In both cases, cost have been met by participants.
- Main result of those two meetings was a Life application on a project dealing with peatland economics and carbon storage. In short the project deals with:

- developing a model to calculate the carbon storage capacity in a peatland habitat
- calculating the difference in storage capacity in a degenerated system compared with a habitat in good condition
- calculating the economics involved in this
- showcasing the possibility of the economics involved in carbon storage as a way to contribute to peatland management

Unfortunately the completely finished application could not be rendered to the national authority due to a last minute flaw in co-funding. The Life application will be rendered in 2012 now.

- A third short meeting took place in Serbia as a side-meeting during the sustainable tourism conference in order to set the scene again for late 2011 and onwards. This will result in a side-meeting during the Europarc conference in Bad Urach in September 2011 were (among other issues) the Life application will be presented.
- No report from the **Wilderness Working group** has been submitted. However the Wild Europe project final report was completed and submitted . The project is summarised as achieving the following work during this period has focused mainly on securing the key 'building blocks' for wilderness: development of a contract for the Register (a cornerstone for future protection policies), ensuring the presence of wilderness in the EU Biodiversity Strategy and producing a standardized definition of wilderness and wild areas.
- Progress with representation of wilderness and development of a Restoration Strategy

		<p>was somewhat disrupted by uncertainties over the future of the EU Biodiversity Strategy, and thereby the ‘formal’ status of wilderness within the EC agenda. This was resolved in June at the Council of Ministers.</p>
<p><b>Develop the European Protected Area network</b></p>		
<p><b>Capacity building, training and education of staff and stakeholders of Europe's protected areas</b></p>		
6.	<p>To build capacity in and provide training for managers of Europe's protected areas on relevant aspects of EU policy, and</p>	<ul style="list-style-type: none"> <li>• An excellent Communication workshop took place as part of the Siggen series in July, with support from the Alfred Toepfer Stiftung.</li> <li>• Verifiers training on Island of Vilm in July thanks to TUI and the BfN.</li> <li>• Transparcnet and Charter networking meeting also took place in June.</li> <li>• The first training for volunteers occurred in the GRUNDTVIG project.</li> </ul>
7.	<p>To explore opportunities for partnership working and strategic alliances across all aspects of the Federation's output</p>	<p><b>Joint work with Eurosite –</b></p> <ul style="list-style-type: none"> <li>• Meeting of joint committee in Netherlands, worked with Eurosite on production of joint paper and joint meeting in Schwerin in June 2011.</li> </ul> <p><b>Project development</b> The following projects have been submitted:</p> <ul style="list-style-type: none"> <li>• New Biogeographic Process-(EU Tender – DG Env) Technical and scientific support in relation to the Natura 2000 Seminars Process , in collaboration with IUCN, Eurosite, Alterra and CEEweb. Commencing January 2012.</li> <li>• Europe Goes Wild : (EU Life Communication) Wilderness restoration in Europe in collaboration with WWF DCP and Pan Parks. Commencing September 2012.</li> <li>• EME Natura 2000: Efficient Managers for Efficient Natura2000 Network in association with Pro Parks. Commencing September 2012.</li> <li>• BEST - Biodiversity and Sustainability in Macronesia, the Fortunate Islands , with partners in the Macronesian region. Commencing January 2012.</li> </ul>

		<ul style="list-style-type: none"> <li>• Cross-border Programme Bosnia and Herzegovina – Montenegro with COSV in Italy.</li> <li>• Environmentally sustainable camps in Tourism , a means to protect Protected Areas, contribute to the Climate Change and boost the stagnant European Tourism Industry (EU Competitiveness and Innovation Framework Programme – Eco-innovation), (To be Confirmed) with Viaggi dell’Elefante s.p.a.</li> <li>• We are also planning to submit an application under the Central Europe (CE) programme lead by Delta de Po in Italy, entitled FORCE, Fostering of healthy food productions in European protected areas.</li> <li>• Several other projects are in development such as Marine project work with WWF MedPo and others, for which meeting will take place in October EUROPARC is also building a partnership for Life applications in 2012 for work commencing 2013.</li> </ul>
<b>Organisational Development and Capacity Building</b>		
8.	To adopt and disseminate best practise in governance in the EUROPARC Federation	<ul style="list-style-type: none"> <li>• Regular calls to members realising excellent results in database being completed. The number of members who have filled in their information has risen by roughly 30%.</li> <li>• Translating e-mails into Fr, Sp, It and also send the e-mails to the members.</li> <li>• Reserves policy introduced by EUROPARC Council.</li> <li>• New performance management and appraisal system introduced for all staff.</li> </ul>
9.	To rationalise processes, seek efficiencies and develop capacity in the resources and management of the EUROPARC Federation	<ul style="list-style-type: none"> <li>• Risk Management analysis undertaken for Directorate.</li> <li>• Increase of internal efficiency of administrative processes and communication (general , project management).</li> <li>• Policy statement on financial reserves adopted.</li> <li>• Work of joint committee to look at collaboration with Eurosite completed. Awaiting decision by general assembly to take actions further.</li> </ul>

**Colour  
code:**



Some progress, ongoing  
work



No/little activity or change in  
activity



Achieved

## **Work-plan 2012 summary and provisional costs**

We are operating in a time of severe financial constraints. With public institutions across Europe reducing budgets these are having a knock on effect on member organisations such as EUROPARC. With several outstanding project applications pending, it is extremely difficult to predict the details of the work-plan for 2012. Additionally a new president and council elected in 2011 will be given the opportunity to provide detailed input. As soon as project applications are known the work-plan will be updated for approval by council. With reduced staff and financial capacity EUROPARC will need to operate strategically and with clear priorities. Much can still be done and delivered with a committed and dedicated team, and with the great support and input from sections, working groups and indeed members. A full workplan and budget will be produced in November in consultation with sections and working groups. Throughout 2012 the following activities are already planned:

- The new EUROPARC strategy, including funding plans, will be consulted on and delivered by September 2012.
- The outcome of the decision by both EUROPARC General Assembly and Eurosite AGM's will be taken forward by both directorates.
- The Sustainable Tourism Destination project will continue bringing to a conclusions the studies and recommending, with results of STEPPA and considerations with the STWG and changes to the European Charter for Sustainable Tourism.
- The Grundtvig project will continue to deliver best practice guidelines on the management of volunteering in protected areas.
- An update of the Transboundary manual and guidelines, discussed at the verifiers training session in July 2011.
- The third in the Siggen series of seminars will take place in May 2012, providing opportunity for members to analyse current aspects of protected area management.
- Preparations for the 40<sup>th</sup> anniversary of EUROPARC in 2013 will begin with concerted fundraising.
- Communications with members and on the members' behalf will continue with quality continually under review and improvements made.
- Lobbying work will continue with partners in Brussels, with a focus on the CAP reform and the contribution of protected areas, protected areas contribution to N2000 network and EU biodiversity strategy, sustainable development trough the tourism Sustainability group of DG Enterprise, amongst other issues that are relevant and pertinent to raise the status of protected areas in Europe.
- Working through our working groups we will continue to develop agenda on health, protected areas ecosystems, economics and wilderness. Funding opportunities will be sought to develop these areas of work further.
- Continual efficiencies and savings will be sought throughout EUROPARC operations.

As ever I am indebted to the dedication and commitment of the directorate team, but also to the unstinting efforts of council members, working group and committee members who all work to take forward the work of EUROPARC to conserve and protect European natural heritage through international cooperation,

Carol Ritchie

Director

September 2011

## Final estimate of 2011 budget and provisional costs for 2012

Item	Actual December 2010	Final Estimate predicted December 2011	Original Estimate 2011	Estimate 2012
Membership	320.778,12 €	292.933,00 € Still membership fees outstanding for 2011	292.933,00 €	261.031,00 €
EU NGO Life + grant	95.144,95 €	0,00 €	95.402,00 €	95.000,00 €  This sum or higher could come from NGO grant or combination of other projects, if successful
EUROPARC Consulting	0,00 €	20.000,00 €	0,00 €	0,00 €
Other income	117.102,00 €	83.032,00 €  This reduction in income is a as a result of fewer charter registrations.	99.458,00€/ 87.005,00€  This figure was later adjusted. Some of this money is reimbursement for expenditure in 2011.	50.000,00 €  I have not included any NEW income for project whose applications are pending. This figure will rise if any of the current applications are successful.

<b>INCOME Total</b>	<b>533.025,07 €</b>	<b>395.965,00 €</b>	<b>475.340,00 €</b>	<b>406.031,00 €</b>
Personnel costs	<b>337.889,14 €</b>	<b>253.044,00 €</b>	<b>230.368,00€/</b> <b>251.044,00€</b> Original estimate was based on a calculation error.	<b>254.000,00 €</b>
Travel	<b>44.546,39 €</b>	<b>46.803,00 €</b>	<b>85.753,00 €</b>	<b>25.000,00 €</b> This must be kept to a minimum to save costs , all other travel will arise if project applications are successful.
Rentals	<b>56.329,06 €</b>	<b>26.408,00 €</b>	<b>25.072,00 €</b>	<b>25.000,00 €</b>
External Assistance	<b>62.937,86 €</b>	<b>39.357,00 €</b>	<b>56.430,00 €</b>	<b>45.000,00 €</b>
Other costs	<b>21.673,40 €</b>	<b>26.500,00 €</b> A disputed and unanticipated Accountants bill sent this budget line into considerable over spend.	<b>11.500,00 €</b>	<b>11.500,00 €</b>

Overheads	19.370,17 €	25.320,00 €	41.220,00 €	35.000,00 €
Projects	81.543,86 €	66.334,00 €	66.334,00 €	19.000,00 €
<b>EXPENDITURE Total</b>	<b>624.289,88 €</b>	<b>483.766,00 €</b>	<b>516.676,00 €</b>	<b>405.500,00 €</b>
<b>Result at 31<sup>st</sup> December 2010</b>	- 91.264,81 €	-87.801,00 € This projected balance is already negated by the current cash in hand.	-28.897,00 €	531,00 € We will aim to achieve a balanced result if we can attract 95.000€ in NGO funding or from a combination of other sources.
Cash Assets Sept 2011	<i>Income deposited in January 2011 cancelled the negative result</i>	83.292,00 €		

Predicted result in December 2011		-4.509,00 €  This will be closer to the actual result.		
Reserves	<i>50.000€ was used from the reserves to plug the cashflow situation in Nov/Dec 10, but was later returned in full</i>	147.135,00 €		147.135,00 €