

ACTIVITY and FINANCIAL REVIEW 2025

Please note: This document provides an overview of IENE's activities conducted between January and December 2025. This is an internal document, therefore not for public dissemination.

IENE is publishing its approved activity and financial reports on its website. – [here](#)

Introduction

The Infrastructure and Ecology Network Europe (IENE) is a non-profit, non-governmental, non-political, formalised association of experts active in the fields of ecology, transportation and infrastructure. IENE provides an independent, international and interdisciplinary forum for exchange of experience, best practices, and knowledge development.

IENE aims to promote the co-operation between the sectors of environment and infrastructure at both national and international level, primarily across Europe but also at a global scale, while raising awareness and promoting the application of effective measures to reduce the adverse effects of infrastructure on nature, including habitat fragmentation, and promote benefits to both nature and people, including safety of wildlife and human beings.

OUR MISSION:

"To promote the integration of biodiversity conservation in infrastructure development, management and operation through research, knowledge exchange, and collaboration, fostering innovative solutions for ecologically sustainable infrastructure in Europe and beyond".

Executive Summary

Between January and December 2025, IENE advanced its mission through strengthened governance, strategic development, active scientific collaboration, and extensive international engagement. The 2025 General Assembly was held online on 26 November, with 38 members present or represented. The Governance Board continued to lead the organisation effectively, holding regular meetings, overseeing the preparation of the IENE Membership, Activity and Financial Report for 2024, and managing the ongoing organisation of the IENE International Conference 2026 (IC26) in Bristol. Transitions in Board representation occurred in line with the Statutes, and a new President, Vice Presidents, and Treasurer were appointed. A renewed Executive Secretariat began its mandate under FEHRL, marking a significant step in IENE's operational evolution.

Strategic development progressed substantially. The **IENE Action Plan 2025–2030**, **Internal Aims for Governance and Operation**, **Economy Strategy**, **Financial Rules**, and **Conflict of Interest Policy** were drafted, finalised, and adopted by the 2025 GA held on 26 November. Complementary initiatives were developed through the HARMON 2 project, including a draft Action Plan for capacity building.

The Scientific and Expert Committee (SEC) maintained its central role, holding six meetings, supporting the Programme Committee of IC26, and supervising IENE's Working Groups. The Executive Secretariat continued delivering communication outputs, supporting governance bodies, assisting IC26 organisation, and coordinating member liaison through new digital platforms.

Working Groups remained active and expanded, including progress on the Handbook, GreenWEB, AETEF, Power Lines, Safer Railways for Wildlife, and the establishment of the MEFAF monitoring WG. New initiatives are under development, including a future COST Action and an IENE Research & Innovation WG.

IENE contributed to key international partnerships, supported major project proposals, and advanced ongoing projects such as HORIZON SYMBIOSIS and HARMON 2. Publications, guidelines, and scientific outputs continued to strengthen IENE's visibility and influence in promoting biodiversity-friendly transport infrastructure.

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I. ACTIVITY REPORT / 2025

a. General Assembly (GA)

Regular GA. The 2025 regular General Assembly was held online on **26 November 2025**, chaired by Johan Rydlöv with Julie Maillard as meeting secretary. 38 members were present or represented. The following six resolutions were adopted unanimously by the members:

- **Resolution 1 – Approval of the Membership, Activity and Financial Report 2024** (24 yes, 0 no). Presented by Iris Frederiks and Lazaros Georgiadis, covering key 2024 achievements including the Prague International Conference, the Kresna Technical Workshop, and the initiation of the Secretariat transition.
- **Resolution 2 – Approval of the Action Plan 2025–2030** (25 yes, 0 no). Presented by Vincent O'Malley, focusing on integrating biodiversity into transport planning, stimulating innovation, empowering stakeholders, and strengthening cross-sector collaboration.
- **Resolution 3 – Approval of the Internal Aims for Governance & Operation** (21 yes, 0 no). Presented by Vincent O'Malley, establishing a phased approach to transparency, inclusivity, and long-term organisational resilience.
- **Resolution 4 – Approval of the Conflict of Interest (COI) Policy** (19 yes, 0 no). Presented by Radu Mot, the policy applies to all decision-makers, includes annual declarations, and establishes both preventive and reactive procedures, with implementation beginning in 2026.
- **Resolution 5 – Approval of the Economy Strategy** (18 yes, 0 no). Presented by Lazaros Georgiadis, the strategy is structured around three pillars: financial stability and transparency, diversification of income, and long-term resilience through a capital reserve.

The GA also reviewed the **Communication Plan 2026** (presented by Julie Maillard) and the **Previsional Budget 2026** (presented by Thierry Goger), both for information. The communication plan prioritises policy mainstreaming, research visibility, knowledge dissemination, and the celebration of IENE's 30th anniversary. The 2026 budget is

balanced at approximately €100,000, with income primarily from founding members, potential French Ministry support, and sponsorships.

During the open discussion on IENE's future steps, members expressed positive feedback and support for ongoing progress. Key topics raised included the need for broader collaboration with adjacent disciplines (e.g., ecological economics), a new COST Action planned for 2025–2026, alignment with the EU's Nature Restoration Law, and strengthening IENE's visibility at EU level through a position paper for FP10.

Update of the IENE Statutes. The Governance Board identified the need to revise the IENE Statutes and the Internal Rules of Procedure to reflect the organisation's new operational realities. The GB intends to establish a dedicated committee to assess potential scenarios for adaptation and evolution. A consultation process with members is planned for 2026, with possible implementation from 2027 onwards.

b. Governance Board (GB)

Composition and roles (as of December 2025).

- **Johan Rydlov** (*Ecologist, specialist constructing sustainable infrastructure at the Swedish Transport Administration*) – **President**
- **Radu Moț** (*President, Zarand Association, Romania*) – **Vice President**
- **Vincent O'Malley** (*Head of Environmental Policy & Compliance, Transport Infrastructure Ireland*) – **Vice President**
- **Lazaros Georgiadis** (*Biologist - Environmental consultant, Greece*) – **Treasurer**
- **Andreas Seiler** (*PhD, senior researcher, ecologist at SLU - Swedish University of Agricultural Sciences*), **representing SEC**
- **Carme Rosell** (*PhD and senior consultant at Minuartia wildlife consultancy, Spain*)
- **Elke Hahn** (*Austrian Ministry of Innovation, Mobility and Infrastructure, Department of Roads; Design, Operation and Environment*)
- **Iris Frederiks** (*Nature consultant at Rijkswaterstaat, the executive agency of road and waterworks in the Netherlands*)
- **Jonathan Hess** (*French Ministry for the Ecological Transition*).
- **Marita Böttcher** (*Scientific counsellor at the German Federal Agency for Nature Conservation, Department: Mitigation Impact Regulation, transport and planning*)

Replacements. In accordance with the Statutes, founding members designate their representatives. During 2025:

- **Iris Frederiks** replaced **Marieke Severijns** (Dutch Ministry of Infrastructure and Water Management).
- **Jonathan Hess** replaced **Nicolas Hette-Tronquart** (French Ministry for the Ecological Transition).

Additionally, **Elke Hahn** stepped back from her role as President for personal reasons.

On behalf of IENE, the Governance Board expresses its gratitude to **Elke Hahn, Marieke Severijns, and Nicolas Hette-Tronquart** for their valuable contributions and looks forward to future collaboration.

Elections. In June 2025, internal GB elections were held to designate a new President. To strengthen operational effectiveness, the GB also appointed two Vice Presidents and a Treasurer.

Regular activities (January–December 2025)

- **Regular meetings.** The GB held eleven regular monthly online meetings and one hybrid meeting in Brussels (2–4 June 2025), including the 26 November General Assembly.
- **Reporting.** The GB prepared the *IENE Membership, Activity and Financial Report 2024* and presented it to members.
- **Preparation of the General Assembly.** The GB organised and successfully held the 2025 GA online on 26 November, with 38 members present or represented. All six resolutions submitted were adopted unanimously.
- **Oversight of the International Conference.** The GB continued overseeing the strategic organisation of the **IENE International Conference 2026** (Bristol, UK), in close collaboration with the Organising Committee, the Executive Secretariat, and the SEC.

The GB extends its appreciation to representatives of IC24 and IC26 — **Václav Hlaváč, Tomáš Růžička, and Louise McGowan** — for their contributions to GB meetings in 2025.

Extraordinary activity. A contract covering 2025–2026 was signed with FEHRL to assume the role of IENE's host organisation and Executive Secretariat from 2025 onwards.

The GB welcomes the FEHRL Executive Secretariat team: **Thierry Goger, Julie Maillard, Adewole Adesiyun, and Denisa Nela.**

Development of Internal Procedures. During 2025, the following internal procedures were developed:

- **Financial Operational Rules and Procedures** – completed; to be implemented in accordance with the Internal Rules of Procedure.
- **IENE Conflict of Interest Procedures** – completed; adopted by the GA in 2025 and to be implemented in 2026.
- **Decision-Making Procedure** – first version completed; to be reviewed and approved by the GB.
- **Assessment Procedure for Engagement in Projects** – under discussion; to be finalised, reviewed, and approved by the GB.

c. Scientific and Expert Committee (SEC)

Composition and roles (as of December 2025).

- **Andreas Seiler** (*SLU, Sweden*) - **Chair**
- **Manisha Bhardwaj** (*University of Freiburg, Germany*)
- **Caryl Buton** (*Cabinet X-AEQUO, France*)
- **Rory Canavan** (*Arup, UK*)
- **Wendy Collinson** (*Endangered Wildlife Trust, South Africa*)
- **Ivo Dostál** (*Transport Research Centre, Czech Republic*)
- **Denis François** (*Université Gustave Eiffel, France*)
- **Clara Grilo** (*CESAM, Portugal*)
- **Eric Guinard** (*Cerema, France*)
- **Thabo Hlatshwayo** (*Endangered Wildlife Trust, South Africa*)
- **Darryl Jones** (*Griffith University, Australia*)
- **Federico Morelli** (*Czech University of Life Sciences*)
- **Stéphanie Murphy** (*Sylvan Ltd, UK*)
- **Manuela Panzacchi** (*NINA, Norway*)
- **Cristian-Remus Papp** (*WWF Romania*)

- **Paola Reason** (*RSK Biocensus, UK*)
- **Sara Maria Santos** (*University of Évora, Portugal*)
- **Edgar van der Grift** (*Wageningen University & Research, The Netherlands*)
- **Rodney van der Ree** (*University of Melbourne, Australia*)
- **Yun Wang** (*China Academy of Transportation*)

Regular activities.

- **Regular meetings.** The SEC held six bimonthly online meetings.
- **Support to the International Conference.** SEC members contributed to the Programme Committee of **IC26 (Bristol)**, in close collaboration with the ES and GB.
- **Oversight of IENE Working Groups.** The SEC supervised and supported the functioning of IENE's Working Groups.

d. Executive Secretariat (ES)

Throughout 2025, the Executive Secretariat (ES) undertook the following activities:

- **Communication.** Published two bi-monthly newsletters and two special editions on the Action Plan; issued one policy brief; regularly updated the [IENE website](https://www.iene.info) and [YouTube Channel](https://www.youtube.com/channel/UC...); posted **41 LinkedIn** and **15 Facebook** updates. A major communication campaign promoted the 2026 Conference. **Next step:** rebuild the IENE website in 2026, 30 years of IENE strategy, continue the communication campaign for the 2026 Conference
- **Support to GB and SEC.** Provided continuous logistical and operational support for all regular and extraordinary activities.
- **Support to IC26 Organisation.** Assisted the Organising Committee for the 2026 IENE Conference in Bristol.
- **Member and Follower Liaison.** Maintained communication via info@iene.info. FEHRL has also established a dedicated Microsoft Teams workspace for IENE members, designed to facilitate communication, collaboration, and the sharing of documents.

e. IENE Strategic Documents

- **IENE Action Plan 2025–2030.** The first version was finalised and circulated for comments. Following SEC review and GB approval, the Plan was shared with members and adopted at the 2025 GA (25 yes, 0 no).

- **Internal Aims for Governance and Operation.** A complementary document to the Statutes and Internal Rules, finalised and approved by GB, circulated to members before the 2025 GA.

Next step: Adopted by GA 2025 (21 yes, 0 no). Implementation underway in 2026.

- **A Draft Action Plan for Capacity Building (HARMON 2)** was prepared and circulated within GB and SEC.

- **IENE Economy Strategy.** Completed, including Financial Rules and a Fundraising Plan. Status of membership will be debated with the members in 2026. **Next step:** Adopted by GA 2025 (18 yes, 0 no); implementation in 2026 with finalisation of the membership status in order to be implemented in 2027.

- **IENE Conflict of Interest Policy.** Completed, including all related procedures. **Next step:** Adopted by GA 2025 (19 yes, 0 no); implementation in 2026.

- **IENE Communication and Engagement Plan** has been drafted to support the implementation of the IENE Action Plan 2025–2030 and to address IENE's internal goals. Its purpose is to align communication activities with strategic priorities, ensuring that IENE remains a visible, credible, and influential voice in promoting the integration of biodiversity into transport infrastructure. A dedicated Engagement Plan has also been drafted, to be finalised in 2026 as a complementary component of the Communication Plan. **Next step:** Circulation to IENE members in 2026 for feedback and subsequent implementation.

f. IENE Biodiversity and Infrastructure: A Handbook for Action

The [Handbook website](#) was maintained and updated. The [Glossary chapter](#) was revised in cooperation with PIARC. **Next steps:** Inclusion of guidance on waterways and additional infrastructure sectors.

g. IENE International Conference

To be held **21–25 September 2026** at the University of the West of England (Bristol, UK), in partnership with [Natural England](#).

Main Themes: Connectivity, Collaboration & the Economy.

Key milestones:

- January 2026 – Early Bird Registration & Abstract Submission open
- 30 March 2026 – Abstract submission deadline
- May 2026 – Regular registration opens
- June 2026 – Preliminary programme published

The conference will explore the essential interconnections between ecology and the economy, emphasising the importance of cross-sector collaboration in building a sustainable and resilient society. With a particular focus on linear infrastructure, the event will convene experts from a wide range of disciplines to reflect on progress achieved to date and to identify the actions still required to advance the field.

Through dynamic discussions, practical case studies, and shared learning, participants will examine how integrated approaches can enhance both ecological connectivity and economic development. By fostering innovation and strong partnerships, the conference will highlight pathways toward lasting solutions that deliver benefits for both people and nature.

h. IENE Working Groups

Active Working Groups

- **IENE Handbook.** The Handbook website continued to be maintained and updated throughout 2025, including the new Glossary chapter. Work also began on translating the Glossary into French, in cooperation with the French Ministry for Ecological Transition, and into Dutch, in cooperation with the Dutch Ministry of Infrastructure and Water Management.

- **GreenWEB (Regional Working Group for Eastern Europe and the Balkans).** A consortium led by the Czech Transport Research Centre (CDV) successfully implemented the seed-money project **HARMON 2**, funded by the Interreg Danube Region Programme (2024–2025).
- The AETEF Working Group supported the organisation of the **3rd Asia Transport Ecology Forum (ATEF)**, held on 23–24 October 2025 by the China Academy of Transportation Sciences (CATS) and the China Sustainable Transport Innovation Center, with IENE as one of the co-sponsors. In cooperation with the Convention for Migratory Species (CMS) and CATS, IENE organised a dedicated session titled *“Towards Functional Ecological Corridors Through Transportation Networks: Challenges and Solutions on Cumulative Impact Assessment on Ecological Connectivity.”* Four IENE representatives delivered presentations and participated in the roundtable and panel discussion.

Forum Key Facts:

- **Main theme:** *Ecology, Inclusion, and Innovation*
 - **Plenary speeches:** 6
 - **Presentations:** 33
 - **Roundtable with panel discussion:** 1
 - **Field trips:** 1
 - **Participation:** 306 (211 in-person; 95 online)
 - **Outcomes:** Proceedings under preparation
-
- **Power Lines Working Group.**
The primary objective of this Working Group is to establish a network of experts and stakeholders involved in energy transport, strengthen collaboration opportunities for projects addressing current gaps in practice, and raise awareness through an effective outreach strategy. The group held its kick-off meeting in March 2025. Throughout the year, it explored potential collaboration between IENE and the *Danube Free Sky* project, which focuses on protecting birds from power line impacts in the Danube basin. In addition, the Working Group advanced work on its outreach strategy, revised the “Power Lines” chapter of IENE’s *Biodiversity & Infrastructure: A Handbook for Action*, and began reviewing relevant legislative frameworks.
 - **Safer Railways for Wildlife (SR4W).**
The Working Group held bimonthly meetings throughout 2025, inviting external

and internal experts to present ongoing projects and technical approaches. It is currently conducting a survey on wildlife–railway conflicts to inform future guidance and research priorities.

New working groups (2025)

- **Monitoring of Fauna Passages (MEFAP) Working Group.** The MEFAB Working Group aims to establish standardised monitoring approaches for fauna passages and to develop a citizen-science activity to support data collection. Recently initiated, the group is currently developing baseline methods for evaluating the effectiveness of fauna passages. The resulting standards and approaches will inform future updates of the *Biodiversity & Infrastructure: A Handbook for Action*

Working Groups Under Development

- **COST Action on Future Transport and Infrastructure** (to be submitted October 2026)
- **“Rethinking Infrastructure”** – a WG developing webinars on future infrastructure visions
- **IENE Research & Innovation Working Group** – planned for initiation in Q4 2026

i. IENE Projects

Ongoing & Concluded Projects

- **HORIZON SYMBIOSIS – Systemic Mobilization for Joint Biodiversity and Infrastructure.**
Led by UIC, this pioneering interdisciplinary initiative aims to integrate biodiversity considerations throughout the entire lifecycle of railway infrastructure projects. The project promotes a collaborative and holistic approach to developing sustainable and resilient infrastructure while contributing to a unified European biodiversity baseline. IENE contributes to the project as a member of the Advisory Group.
- **DRP HARMON 2 – Addressing Capacity-Building Needs for Mainstreaming Biodiversity in the Transport Sector of the Danube Region.**
Implemented by GreenWEB members and led by CDV, with IENE as an Associated

Partner, the HARMON 2 project concluded in August 2025. Its main outputs included:

- a *State of Play Report* assessing current knowledge and capacity for mainstreaming biodiversity into the transport sector;
- a *Draft Action Plan* for capacity building on biodiversity mainstreaming; and
- a *Roadmap* for establishing a hub to develop an integrated, transdisciplinary practical curriculum for the Danube Region.

Next step: Investigate the feasibility of developing a “Project Outcomes Depository” to compile valuable project results, grey literature, and other relevant outputs for broader accessibility and long-term use.

Approved Projects

- **OMCAIBI – Évaluation des Outils pour Mobiliser des Connaissances Coopératives pour Améliorer l'Intégration de Biodiversité et Infrastructures (Potentiel du manuel IENE).**
IENE is leading this project, coordinating a consortium of six partners from four countries and assuming both technical and financial management responsibilities. The project aims to:
 - assess how the IENE Handbook is used by target user groups;
 - generate new evidence-based information to inform recommended practices;
 - conduct questionnaires and workshops with stakeholders; and
 - enhance the usability, accessibility, and overall impact of the Handbook.
 With a total budget of **EUR 267,580**, the project will run for 24 months.

Project Proposals submitted.

- **HORIZON RIA: REMEDY – Restoration and Modelling of Ecosystem Dynamics.**
Initiated and led by Terroiko, this project will develop **STREAM** (Strategies & Tools for Restoration Ecology Activities supported by Modelling), an open, user-friendly, modular platform that integrates advanced modelling of ecological dynamics, ecosystem services, and socio-economic data. STREAM is designed to support practitioners, planners, and decision-makers in designing, monitoring, and adapting National Restoration Plans and other restoration strategies through scenario-based, multicriteria modelling that balances biodiversity, climate, land-use policies, and socio-economic objectives across scales. IENE is foreseen to undertake technical and financial coordination on the project.

- **Biodiversa+: BRIDGE – Biodiversity Restoration Through Integrative Social and Ecological Permeability.** Led by SLU, the BRIDGE project proposes a proactive, plan-led strategy to restore ecological connectivity across infrastructure networks and landscapes. Through the IENE network, the project will harmonise monitoring protocols, integrate existing data repositories, and provide training for practitioners. BRIDGE will develop European guidelines and connectivity priority maps, supporting policy coherence across biodiversity, mobility, and restoration agendas. A series of workshops, policy briefs, and training modules will build long-term capacity among engineers, planners, and civil society stakeholders. The project is expected to begin in 2027.

j. IENE Initiatives, Partnerships and Collaborations

Partnerships and Collaborative Initiatives

- **Bern Convention.** As an Observer to the Bern Convention (BC), IENE designates experts to participate in various BC working groups. In 2025, IENE representatives contributed to meetings of the Large Carnivore Expert Group.
- **World Road Association (PIARC).** IENE and PIARC continued their collaboration on the development of the Glossary chapter for inclusion in the *Biodiversity & Infrastructure Handbook*.
- **Asian Transportation Ecology Forum (ATEF).** IENE served as one of the co-organisers of the 3rd ATEF in 2025
- **Power Lines Collaboration – FREE SKY for Birds 2026 Conference.** Through its Power Lines Working Group and in partnership with the LIFE [Danube Free Sky](#) project, IENE agreed to co-organise the [FREE SKY for Birds 2026 Conference](#), dedicated to professionals working on challenges related to birds and power lines. The event will take place in Bratislava, Slovakia, from 10–12 March 2026.

k. IENE Support and Networking

Support for projects.

During 2025, IENE issued support letters for project proposals aligned with its mission and Action Plan, as follows:

- **RISKY – [Wildlife Mortality from Energy and Transport Infrastructure](#)**. Led by CIBIO–Biopolis, this project will generate new open-access data and analytical tools to improve understanding of wildlife mortality associated with energy and transport infrastructures. The platform will support nature-friendly planning and more effective mortality mitigation measures. It will also broaden and diversify the user base by engaging scientists in wildlife conservation, applied ecology, civil engineering, and other relevant stakeholders, thereby fostering collaborative efforts to protect biodiversity. Duration: 1 January 2025 – 31 December 2026.
- **LIFE GreenLINK**. Led by the University of Évora, GreenLINK aims to address the ecological impacts of linear infrastructures—such as highways and railways—on biodiversity. By implementing innovative green infrastructure solutions, the project seeks to enhance habitat connectivity, limit the spread of invasive species, and promote native biodiversity. Strategic locations across Portugal, including major highways and natural parks, have been selected for their ecological significance and high levels of wildlife mortality associated with traffic. The project brings together a consortium of key partners, including BRISA, IP, REN, E-REDES, EDP E, academic institutions such as the Universities of Évora and Coimbra, and environmental organisations including WWF-Portugal. This collaboration integrates expertise in infrastructure management, ecological research, and community engagement to ensure the project’s long-term success over its seven-year duration and beyond. IENE has been invited to join the project’s Monitoring Committee, offering guidance and oversight to support the implementation of robust and practical solutions. IENE’s technical and operational expertise will contribute to project evaluation and adaptive management throughout its lifecycle.
- **LIFE LARCA – Protecting Grey Wolves and Brown Bears in European Landscapes**. Coordinated by WWF Romania, LIFE LARCA aims to implement concrete actions that support long-term coexistence with large carnivores and strengthen ecological resilience across European landscapes. The project is planned to run for six years. IENE has offered its support in several key areas, including: engaging in dialogue to improve the permeability of linear transport infrastructure (LTI) and landscapes; advising and assisting in the deployment, operation, and monitoring of animal–vehicle collision systems along roads and railways; contributing to the identification of measures that enhance ecological

connectivity and gene flow; providing opportunities to present the project and its results at IENE Conferences to facilitate wider uptake and the transfer of good practices. These contributions aim to reinforce the project's impact and support the integration of biodiversity considerations into transport infrastructure planning and management.

Networking Activities

- Participation of IENE members as speakers at the [International Road Federation Europe & Central Asia Regional Congress](#), Sofia (October 2025).

I. IENE Publications

Dissemination of scientific articles by IENE members, including :

- [Wildlife-vehicle collision liability in Europe: A review of existing approaches and their implications](#)
- [Ungulate substrate use in fauna passages](#)

Updates to the [Handbook's Guidelines Portal](#); several papers under review (e.g., *Mind the Fences!*).

Next step: To enhance visibility and accessibility, IENE plans to create a dedicated Publications section on its website, serving as a central hub for policy briefs, scientific and practice papers, and media outputs that reflect the network's growing influence in promoting sustainable infrastructure and biodiversity conservation.

II. FINANCIAL REPORT / 2025

a. IENE's Income Forecast for 2025

	Line of income	Amount (EUR)	Notes
1.	Founding members' support	91150, 00	
	Swedish Transport Administration	43 650,00	
	Dutch Ministry of Infrastructure and Water Management	37 500,00	
	French Ministry for the Ecological Transition	10 000,00	
2.	Membership fees	0,00	
3.	IENE International Conference surplus.	0,00	
4.	Project budgets	0,00	
5.	Donations	0,00	
6.	Sponsorships	0,00	
7.	Consultancy	0,00	
8.	Other sources	0,00	
	<u>TOTAL INCOME FORECAST 2025</u>	91 150, 000	

b. IENE's Expenses Forecast for 2025

Expense type	Budget	Actual
Secretariat	43,108.00	62,550.00
Ex. Secretariat	20,000.00	30,000.00
Communication	20,000.00	25,000.00
Accountant	3,000.00	7,550.00
Legal	0.00	0.00
Bank account cost (if any)	108.00	0.00
Missions for the Executive Secretariat	4,500.00	833.82
In person 2025 GB (two) meetings (2 persons)	4,000.00	0.00
Other	500.00	833.82
Missions of GB & SEC members	6,500.00	0.00
In person 2025 GB (two) meetings (3 persons)	6,000.00	0.00
Other	500.00	0.00
Communication and website	4,500.00	2,221.82
Website maintenance	1,000.00	2,221.82
Support IENE WG meetings (zoom)	500.00	0.00
Handbook update	2,000.00	0.00
Printing documents	500.00	0.00
Other costs for communication	500.00	0.00
Other costs	2,000.00	0.00
Unexpected costs	2,000.00	0.00
SubTotal Expenses	60,608.00	65,605.64
Overhead (15%)	9,091.20	0.00
Total Expenses	69,699.20	65,605.64
Balance of 2025	21,450.80	25,544.36

Capital Reserve	51 714,90
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