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EuroGeographics General Assembly – Budapest 2016

Paper 3. 2017 Operating Plan and Budget v1

2017 Operating Plan and Budget

Including 2017 Membership Subscriptions

File name	2017 Operating Plan and Budget V1.0		
Version	Author	Date	Comments
-	Igor Caldeira	August 2016	Financials
V 0.1	Sallie Payne	17.08.2016	Draft for comments
V 0.22	Mick Cory	26.08.2016	Edited
V 0.3	Igor Caldeira	29.08.2016	Updated financials
V 0.4	Mick Cory	31.08.2016	Final draft for MB approval
V 1.0	Mick Cory	13.09.2016	Final edits approved by MB

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1. Executive Summary

Our activities for the coming year are framed by the Association's Strategy 2014-2020, and its six strategic objectives:

- Providing the voice of our Members, by representing our members' interest at European and international level, providing a policy tracking service, responding to European and international policy developments and delivering the UN-GGIM: Europe Secretariat;
- Develop our network of members by reviewing our Knowledge Exchange Networks (KENS) to ensure they align with members' requirements and expectations, are as accessible as possible and deliver maximum benefit; working with strategic partners to avoid duplication of effort and maximising the use of resources;
- Deliver our vision and strategy for European location services by managing the transition from the ELF Project into an operational European location service, ensuring we have a clear plan, are organised appropriately and have the resources to deliver the services, and understand its impact on the Association;
- Facilitate access to our members' data and expertise by developing a sales and customer plan aimed at sustaining and maximising the use of our members' geographic information, creating wider awareness and understanding of our pan-European products and the development of ELS.
- Ensure that the Association continues to develop its role and has a sustainable future by managing its finances, meeting statutory and other compliance requirements, and maintaining a professional team to deliver the Association's plan.
- Grow our network of members by enhancing our understanding of membership requirements and expectations, and developing plans to sustain and improve membership benefits.

The impact of the European location service requires us to instigate a review of the current EuroGeographics Strategy 2014-20 during 2017 in order to ensure our long term plans fully reflect the post ELF Project era and what this means for the Association.

The cost of delivering the 2017 Operating plan is expected to be €1,663,484.99 with the income from all sources predicted to be €1,641,631.09.

EuroGeographics has built up its reserves to meet the future costs of operational European Location Services delivered from the European Location Framework. In 2017 it will begin draw from these to meet the costs of delivering the 2017 Operating Plan.

2. Introduction

2.1. The Association

EuroGeographics has existed as an international non-profit organisation (AISBL) governed by the Belgian law of 27 June 1921 for 6 years. Prior to that it operated under French law for 10 years. Since its formation the Association, led by the Management Board and the Executive Director, it has increased its membership, capability and capacity. This operating plan builds on our achievements to date. It is governed by the Articles of Association and guided by the EuroGeographics' Strategy 2014-2020, which was approved by the 2013 General Assembly in Warsaw.

Our Articles define the purpose of the Association: *'to further the development of the European Spatial Data Infrastructure through collaboration in the area of geographic information¹, and the representation of EuroGeographics' membership and its capabilities'*.

Our strategy 2014-2020 provides a clear framework for our activities for this period.

- **Our purpose** is to further the development of the European Spatial Data Infrastructure through collaboration in the area of geographic information, and the representation of the EuroGeographics' membership and its capabilities.
- **Our vision** is of a European society which makes decisions informed by our members' accurate, authoritative and quality-assured land and geo-information data, services and expertise.
- **Our Mission** is to maintain a network which helps each member to improve their capabilities and role; to facilitate access to our member's data, services and expertise; and to provide a strong voice for our members.

There are six strategic objectives:

1. Provide the voice of our members;
2. Develop the network of members;
3. Deliver an operational European Location Framework to support the realisation of the European spatial data infrastructure;
4. Facilitate access to members' data and expertise;
5. Grow our network of members; and
6. Ensure that the Association continues to develop its role and has a sustainable future.

This operating plan and budget define the goals and activities required to make further progress in achieving these strategic objectives during 2017, and identifies and allocates the financial resources required to deliver these.

¹ In the absence of a universal definition of geographic information the term in these articles relates to and includes: geographic information, including topographic information; cadastre and land information; location information; spatial data.
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2.2. Our Members

Membership covers the whole of geographical Europe and is open to any nationally recognised organisation that has an official responsibility related to cadastre, land registration, topographic mapping and associated activities. Member organisations are subject to different governance arrangements and are reliant on a variety of funding and financing models but all have a purpose which is to act in the public interest.

Members of EuroGeographics have official roles within their countries and in some cases internationally. Our representation activity does not, and indeed cannot, compromise the independence of our members' national dealings with the EU nor international bodies. The Association respects its members' national conditions and seeks to support each in delivering their national responsibilities as well as assisting them in delivering benefits at a European and international level. The Association has the presence, the expertise and the experience of its Secretariat, and a legitimate representation role set out in our Purpose. The Association never speaks on behalf of, or pretends to represent, a country. Rather we represent a collective professional view developed through interaction with our members. For example the Policy Knowledge Exchange Network follows a procedure agreed with members for determining the contents of our briefing papers.

The Association is registered on the European Transparency Register and complies with its requirements.

2.3. The Operating Environment

The traditional role of NMCAs continues to evolve: Political, social, technical and economic drivers present major challenges, but also many new opportunities for members and the Association.

Political – Whilst many policies developed by the European Union (EU) do not apply to all our members, they do influence them all. EuroGeographics takes this into account in its representation activity. Over the last year we have seen less non-national legislation affecting our members. However, there are an increasing number of initiatives which do, including:

- UN sustainability goals
- European Digital Single Market
- Reform of intellectual property
- Open data
- Agenda for Jobs and growth
- Consensus towards harmonisation of data such as INSPIRE

Geospatial information is increasingly transient and society as a whole does not necessarily 'care' about our definition of geographic information, it is just 'information' they can use to get from 'a' to 'b', or identify what is at a particular location. This means we have to present our information in a way that is accessible to all in an ever changing digital world. Everyone now has access to digital maps on hand held devices. This ubiquity of mapping has significantly added to the changing perception of maps and other geospatial information. People have also become more reliant on technology that interprets data for them, instead of doing it for themselves –this potentially reduces their perceived need for expert knowledge. Mapping information is now main-stream, and it poses opportunities as

well as challenges to society and to our industry. With so many sources of such information the role of definitive and authoritative geospatial information is even more important.

The sphere of activity within which EuroGeographics operates is influenced strongly by technical and technological developments. This influence has had an impact right across the value chain of EuroGeographics' members' activities, from positioning, data collection, and data management to the supply side. Barriers to entry into the mapping business continue to lower. Significant changes in technology means digital mapping can be created and made freely available by internet companies such as Google and OpenStreetMap, add to that the increased accessibility to satellite imagery and now data capture from unmanned aerial vehicles, and it is apparent that geospatial information is no longer just the domain of the traditional NMCAs. NMCAs therefore must try to keep pace with public service and market demands for ever more information; information where 'good enough' is all that is required. EuroGeographics, and its members, has to respond quickly to market demands, while identifying where authoritative, quality data still holds a premium for users which continues to be our unique selling point.

Global, European and national economic conditions continue to be extremely challenging. Public sector resources are stretched, and there is less money for creating, and purchasing, NMCA data. NMCAs are having to justify their existence, and in-turn, the need to demonstrate the value of EuroGeographics' membership is greater than ever before at a time when all expenditure is being questioned and an effective return on investment demanded by overseeing departments.

3. The Association's response

The Association's response is framed within four pillars of activity:

1. Representation
2. Knowledge Exchange
3. Products (Economic activity)
4. Projects

Our representation activity tracks, analyses and responds to a broader range of policy and legislative initiatives and will concentrate on achieving sustained funding for the aggregation of members' authoritative national geo-information as a service offering in the European Location Framework (ELF).

EuroGeographics has seven Knowledge Exchange Networks (KENS) and a working group on State Boundaries of Europe. We continually receive anecdotal evidence that KENS have delivered significant benefit to members and their colleagues in other public administrations. A review of the KENS is underway, with the aim of benchmarking activities and ensuring they align with members' expectations, are as accessible as possible and deliver maximum benefit to our members. KEN activities also align strongly with the working groups of UN-GGIM: Europe, and will contribute significantly to the work of the European location service: there is a strong need to ensure the activities of all groups are complimentary. Knowledge exchange will also continue to be a key component of both the Extraordinary General Assembly and the General Assembly, providing opportunities for permanent correspondents and heads to share experiences and seek peer group comment and support.

EuroGeographics continues its strong support of UN-GGIM: Europe and is proud to take on the role of the Secretariat. The past year saw the UN Economic and Social Council's adoption of the draft resolution E/2016/L.28 whereby UN-GGIM is now recognised as the relevant global body of government experts on geospatial information and its annual session anchored in the regular UN committee calendar. In 2017 we will continue to exploit the policy opportunities which UN-GGIM: Europe presents for the benefit of our members and the future of the Association.

The licensing of EuroGeographics products, EuroBoundaryMap, EuroRegionalMap, EuroGlobalMap and EuroDEM contributes more than a third of the income to EuroGeographics' budget. In 2017, a new production process flowline will be implemented to increase production efficiency. The focus will be to gain greater geographical coverage for our products by working closely with members and partners. We will also need to explore how these products will feature in the future European location services which will provide new and enhanced access to our members' products and services.

EuroGeographics has worked in partnership with a number of members, universities and commercial companies on the development of the European Location Framework (ELF) to support the need for high quality, easily accessible authoritative reference data from the NMCAs. The ELF Project phase will end in 2016 and move into the two year transitional phase into an operational service. The transitional phase will continue throughout 2017 and will be a focus of the Association's activities along with work to refine and deliver the vision and strategy for operational European Location Services.

As the Association's activities continue to develop, especially on ELS, we will review the need for new skills, new experience and the resources required to deliver on behalf of our members. The future impact of the European location services will need to be thoroughly assessed, and its impact on the strategy of the Association understood. This suggests the need to review our current strategy, and it is expected that this process will commence during 2017.

4. The Association's Finances

EuroGeographics is currently in a strong financial position due to its organisational development since being established as a Belgian AISBL. Membership growth, strong sales income in previous years, the EC grant towards the costs of the ELF project, and rigorous financial management having all contributed to this position.

Whereas the Association's finances are currently healthy, there remains uncertainty about our future trading performance. There are expected significant costs managing the transition from the ELF project into the European Location Service (ELS). Funding for the development of the ELF platform into European location services is not yet secured, therefore EuroGeographics will be making a substantial investment from its own reserves towards this work. Mitigating measures are actively being pursued, including a bid for EC funds under the 2016 CEF Telecom Public Open Data call.

The continuing support and commitment of our members is essential to the future sustainability of the Association's activities. It is also very important that we continue to seek to increase the net contribution to the Association's finances from our economic activity (product licensing) and secure future Commission funding for ELS. The Management Board will continue its work in order to mitigate the risk that arises from such uncertainty.

4.1. Reserves

The impact of the European Commission's ICT-PSP grant, towards the costs of the first phase of implementing ELF, together with improved financial management, reporting and controls, has given the Association sufficient reserves to meet its legal obligations and deliver its operational activities.

The accumulation of reserves over the last few years has been a deliberate policy by EuroGeographics to allow the Association to invest in the future European Location Service to deliver a single access point to all of Europe's up-to-date, high quality official reference data.

4.2. Longer term view

The ELF project phase will end in 2016 and the launch of operational products and services is not foreseen in the near future. Therefore the investment EuroGeographics will need to make in the transitional period from ELF to ELS will increase significantly before any growth in licence income through ELS can be expected. There will be a 'gap' between incurring costs to deliver ELS and the new services generating new and additional income. In order to minimise the impact of this, EuroGeographics is responding to a 'Connecting Europe facility' (CEF) call for tender to specifically develop a pan-European open data service from NMCA's data, building on the platform developed under the ELF. EuroGeographics is unlikely to hear the final decision of the CEF bid proposal before the first quarter of 2017. The Board decision to phase an increase in membership subscriptions over 2016 and 2017 remains a prudent one.

4.3. Subscriptions

Article 8 of our Articles of Association requires the recalculation of subscriptions every five years, and therefore in 2015 a recalibration was carried out using the latest GDP figures available (2014).

In 2015 the Board took into account the need to support the transition from ELF to ELS and wanted to provide ongoing support for UN-GGIM:Europe by continuing to provide the secretariat. Therefore the Board set a new fixed contribution of €6,500 per member and decided to increase the sum it collected from all subscriptions by €75,000 to €950,000. The effect of these changes saw an increase in most members' individual subscriptions therefore a phased approach over two years to the increase in subscriptions was implemented. The General Assembly in 2015 approved the subscriptions increase for 2016, and the full effect of this phased approach will be implemented in 2017.

5. Operational Goals and Actions

1. Provide the voice of our members

- Establish a membership survey to ensure we are meeting members' expectations
- Represent members' interests in the areas of the Digital Single Market: Re-use of public data, Open Data, e-Government and Interoperability. Maintain and develop further the integrated tracking and evaluation service for members with a greater breadth of issues.
- Deliver a co-ordinated programme of activities, supported by a programme of strategic communications to represent, support and promote our members' interests.
- Deliver the UN-GGIM: Europe Secretariat and work with UN-GGIM to advance the status of authoritative geospatial information within Europe.

2. Develop the network of members

- To complete the review of the Knowledge Exchange Networks (KENs) to ensure they meet the needs and expectations of members. Establish Key Performance Indicators.
- Encourage members to make greater use of information gained from the KENs in their interactions as public authorities within national forums.
- Facilitate and support the KENs to sustain key strategic partnerships with relevant organisations, such as with EuroSDR, and other non-member domain experts to encourage joint working.
- Use the KENs to strengthen members' contribution to UN-GGIM, by avoiding duplication of effort and maximising the use of resources.

3. Develop European Location Services

- Successfully conclude the hand-over from the ELF Project Consortium to the ownership of EuroGeographics.
- Organise delivery for the European Location Service Vision and Strategy, developing the ELS programme plan.
- Secure EC funding for the ELF transition period and develop a viable business proposition for an operational European Location Service.
- Work with the European Institutions, especially key stakeholders, for a shared understanding of where the ELS fits into the European policy and services frameworks and discuss the benefits of sustainable funding for the ongoing operations.

4. Ensure that the Association continues to develop its role and has a sustainable future

- Review the EuroGeographics Strategy 2014-20, to reflect the post ELF project era, re-balance resources towards wider membership issues and create the organisational and operational structure for the delivery of ELS.
- Present and manage a balanced budget, maintaining an 'appropriate' level of reserves;
- Meet statutory and audit requirements - Formal accounts lodged with appropriate authority and acceptable audit opinion.
- Maintain a highly motivated Secretariat with the skills, competencies and behaviours necessary to implement the operating plan.

5. Facilitate access to members' data and expertise

- Develop a Sales and Customer plan aimed at maximising the use of our members' geographic information, creating wider awareness and understanding of our pan-European products and the development of ELS.
- Establish key performance indicators: baseline our current sales activity to enable us to sustain and grow our customer base.
- Secure additional customers for EuroGeographics pan-European data and services.
- Fulfil Eurostat requirements over the term of our supply contract to provide them with pan-European data, including completing and extending coverage.
- Support and enhance our production team, including the establishment of a fifth regional co-ordination group, to support the new production workflow being introduced in 2017. Formalising contracts and terms of reference with the production team and regional co-ordinators.

6. Grow our network of members

- Create a baseline for our current membership which will allow us to develop a membership strategy focused both on retention and on potential areas for growth.
- Deliver membership benefits that are recognisable and tangible.

7. The Budget

A budget for 2017 is presented in Annex A by Operational and Cost Categories. It takes account of the projected financial position at the end of 2016, the costs of delivering the 2017 operating plan, the forecast income from subscriptions, product licensing and Eurostat contract income.

The following notes are provided to assist members in understanding the budget.

- The presentation of the expenses by Operational Category demonstrates the investment required by each of the association's activities.
- The Cost Category budget shows the same total costs allocated according to types of costs.
- The budget is mostly affected by the end of the European Location Framework and the transition to the ELS which means that we will begin to draw on our reserves in 2017. As explained under point 4.1, this is an investment foreseen in previous years and planned for accordingly.
- The Management Board has looked carefully into the immediate and longer term financial expectations and concluded that additional subscription income is required to meet the costs of achieving the association's purpose and delivering the strategy. 2017 subscriptions have been calculated using the 2014 World Bank GDP figures, as required by Article 8. The income assumes members approve the 2017 subscriptions
- The budgeted allocation of people and cash costs reflects the activities proposed under the Goals for 2017.
- Additional notes explaining individual income and expenditure items are included in the Annexes.

8. Operational Governance

The Management Board supervises the implementation of the EuroGeographics programme of activities. All product proposals or development projects that carry the EuroGeographics brand will be presented to and approved by the Management Board and reported to the General Assembly.

Day-to-day operational management is the responsibility of the EuroGeographics Secretary General and Executive Director. He is responsible for reporting to the Management Board on progress against this operating plan on a regular basis. The Management Board will subsequently report progress to members through the General Assembly.

M. J. Cory
Secretary General & Executive Director
EuroGeographics

Annex A - 2017 Budget by Operational Category and by Cost Category

	Draft 2017 Budget	Revised 2016 Budget	NOTES
EXPENSES by Operational Category			
Organisational Development	€ 37,193.80	€ 67,719.22	a)
European Affairs and Representation	€ 87,033.73	€ 91,542.43	b)
UN-GGIM	€ 63,254.95	€ 60,596.38	
Communications & Membership	€ 129,598.00	€ 126,045.83	
Knowledge Networks	€ 115,826.28	€ 102,999.75	c)
LOT	€ 26,494.74	€ 27,476.67	d)
ELS	€ 378,843.81	€ 52,437.35	e)
EGN	€ 1,120.00	€ 1,120.00	
Sales	€ 325,593.87	€ 316,290.00	f)
ELF	€ -	€ 365,880.97	g
Management & Administration	€ 498,525.82	€ 523,049.81	h)
TOTAL	€1,663,484.99	€1,735,158.40	
EXPENSES by Cost Category			
Labour	€ 844,198.39	€ 784,620.06	i)
Meetings, travel & subs	€ 193,500.00	€ 182,500.00	
Professional Fees	€ 36,960.00	€ 68,880.00	j)
Marketing & Communication	€ 69,960.00	€ 62,120.00	
Operations Costs	€ 219,426.60	€ 212,406.60	
Products & services	€ 20,160.00	€ 20,160.00	
Project	€ 1,120.00	€ 126,311.74	g)
Data Supply Fees	€ 50,000.00	€ 50,000.00	
Production Costs	€ 228,160.00	€ 228,160.00	
TOTAL	€1,663,484.99	€1,735,158.40	
INCOME by Source			
Subscriptions	€ 950,000.00	€ 909,815.37	k)
Licensing excl. Eurostat Contract	€ 268,381.09	€ 268,381.09	l)
Eurostat Contract	€ 414,500.00	€ 399,500.00	l)
Bank Interest and currency gain	€ 1,000.00	€ 1,000.00	
Social Security Exemption	€ 1,250.00	€ 1,250.00	
ELF		€ 153,879.00	g)
TOTAL	€1,635,131.09	€1,733,825.45	
RESULT	-€ 28,353.90	-€ 1,332.95	

Notes to the 2017 Budget and 2016 Revised Budget

Preliminary notes:

The costs shown by operational categories are made from 3 distinct costs; 'external' or 'direct costs' which are expenditures such as lawyer fees, printing fees, or the rent. The second cost, which consists of an 'internal cost', is made out of the time worked by the employees and consultants in that specific activity. The third type of cost is traveling, accommodation and catering expenditures.

Notes on Expenses by Operational Category

- a. **Organisational Development;** both external (direct cost) and internal cost (labour cost from employees and consultants) have been increased for 2016 as we foresee an increased need for legal and human resources advice. We expect this amount to decrease again in 2017.
- b. **European Affairs and Representation;** the slight decrease we see here is mainly due to the distribution of working time, with the end of contract of our Representation Manager. We are in any case presupposing here there will be an arrangement to fill in these functions.
- c. **Knowledge Networks;** as an important element of the service EuroGeographics offers to its members, we are slightly increasing our investment, mainly in coordination functions and time spent by the staff.
- d. **LOT;** this element should in the future disappear and be integrated in the Sales category, as it is connected to our products.
- e. **ELS;** the transition to the European Location Service will imply a very big investment from our part. The biggest investment has consisted of hiring a Transition Programme Manager; we are also including an amount for travel and meetings and work time from other staff members.
- f. **Sales,** a slight increase mainly connected to a re-investment in a product marketing strategy, including meetings and merchandising.
- g. **ELF;** the project ends in October 2016. The 1120 euros in cost category Project corresponds to EGN.
- h. **Management and Administration;** this activity is difficult to estimate. It is a collection of many small costs such as printing ink, rent and insurances. It also includes a variable portion of each member's working time. For now, a lot of time has been put down to admin, it may change throughout the year, but it won't change the overall outturn.

Notes on Expenses by Cost Category

- i. **Labour;** costs are going up since we hired a Transition Programme Manager. Also, we are compelled by British law to provide a pension plan to our staff, which we have extended to our staff based in Belgium. The impact of these extra costs is reduced with the departure of our Representation Manager.
- j. **Professional Fees;** the reduction mirrors the reduction of costs in Organisational Development.

Notes on Income

- k. **Membership Fees** are going up, as previously defined. Further explanations in Annex B.

- I. **Licensing and Eurostat** income; we remain cautious in predicting future income on sales. The increase in Eurostat income reflects what is determined in the contract. The income in these lines depends on our three products, EBM, ERM and EDEM.

Product	Eurostat Contract	Other Sales	Total income 2017
EBM	€ 116,000.00	€ 176,606.24	€ 287,606.24
ERM	€ 298,500.00	€ 67,804.17	€ 356,304.17
EDEM	€ 0.00	€ 23,970.68	€ 23,970.68
Total	€ 414,500.00	€ 268,381.09	€ 667,881.09

Annex B - 2017 Member Subscriptions

Article 8a. states that:

'Member's yearly subscription is comprised of a fixed portion and a variable portion. The total variable amount for each country shall be based on the GDP of that country, reviewed and recalibrated every 5 years. Between the 5 yearly review and recalibration against GDP, interim changes in subscription fees (increase or decrease) may be based upon other criteria, in particular the published average inflation rate for the EU countries, or as the Treasurer of the Association may consider appropriate.'

Article 8 of our Articles of Association requires the recalculation of subscriptions every five year, and therefore in 2016 a recalibration was carried out using the latest GDP figures available (2014), as this was 5 years after EuroGeographics AISBL was founded.

In 2016 the Board decided that, for the sustainability of the Association, the total subscription income needed to be approximately 950,000€ in future. It is proposed to collect this through a small increase in the fixed portion so that every member pays 6,500€ and the recalibration of the variable portion as required by Article 8a.

As defined in the Operational plan of 2016, the variable portion is 950,000€ minus 6,500€ times 61 member's fixed portion. The variable portion of each full member's subscription is calculated by totalling the 2014 World Bank figures for each European country and dividing this into each country's GDP to determine the proportion of the total contributed by each country. This produces a % figure which is applied to the total amount to be collected in the variable portion of the subscriptions.

The fees proposed here are slightly less than the ones foreseen for 2017 in the 2016 Operational Plan due to the approval of a new member in the Extraordinary General Assembly of 2016. The inclusion of one more member leads to the increase of income resulting from the fixed portion, and thus a reduction of the income coming from the variable portion.

Annex B 2017 Member Subscriptions Table

#	Country	Organisation	2015	GDP %	2016	2017 (current proposal)
1	Albania	State Authority for Geospatial Information	€ 6,216	0.03%	€ 6,664	€ 6,666
2	Albania	Central Office of Immoveable Property Registration	€ 6,216	0.03%	€ 6,664	€ 6,666
3	Armenia	State Committee of the Real Property Cadastre	€ 6,350	0.05%	€ 6,767	€ 6,777
4	Austria	Bundesamt für Eich und Vermessungswesen	€ 16,282	1.91%	€ 17,210	€ 17,072
	Azerbaijan		€ 6,698			
5	Azerbaijan	State Committee of Land and Cartography of the Republic of Azerbaijan	€ 6,698	0.33%	€ 7,698	€ 8,327
6	Belarus	State Land Property Committee on the Republic of Belarus	€ 7,407	0.33%	€ 8,369	€ 8,327
7	Belgium	Institut Géographique National - Belgique; Nationaal Geografisch Instituut - België	€ 12,305	1.17%	€ 13,046	€ 12,976
8	Belgium	Administration du Cadastre, de L'Enregistrement et des Domaines (ACED)	€ 12,305	1.17%	€ 13,046	€ 12,976
9	Bosnia-Herzegovina	Uprava za Geodetske Innovinsko Pravne Poslove	€ 6,346	0.04%	€ 6,725	€ 6,721
10	Bosnia-Herzegovina	Republic Authority for Geodetic and Property Affairs of Republic of Srpska	€ 6,346	0.04%	€ 6,725	€ 6,721
11	Bulgaria	Cadastre Agency	€ 7,364	0.24%	€ 7,868	€ 7,828
12	Croatia	Državna Geodetska Uprava	€ 7,784	0.25%	€ 7,905	€ 7,884
13	Cyprus	Department of Lands and Surveys, Cartography Branch	€ 6,778	0.10%	€ 7,070	€ 7,054
14	Czech Republic	Ceský úrad zememermický a katastrální	€ 11,144	0.90%	€ 11,545	€ 11,482
15	Denmark	SDFE	€ 14,294	1.50%	€ 14,893	€ 10,651
	Denmark	Geodatastyrelsen				€ 10,651
16	Estonia	Maa-amet	€ 6,624	0.11%	€ 7,136	€ 7,109
17	Finland	Maanmittauslaitos	€ 12,391	1.19%	€ 13,144	€ 13,087
18	France	National Institute of Geographic and Forest Information	€ 76,070	12.40%	€ 75,942	€ 75,134
19	Macedonia, FYR	Agency of Real Estate Cadastre	€ 6,363	0.05%	€ 6,778	€ 6,777

#	Country	Organisation	2015	GDP %	2016	2017 (current proposal)
20	Georgia	National Agency of Public Registry	€ 6,401	0.07%	€ 6,906	€ 6,887
21	Germany	Arbeitsgemeinschaft der Vermessungsverwaltungen der Bundesrepublik Deutschland	€ 6,120		€ 6,500	€ 6,500
22	Germany	Bundesamt für Kartographie und Geodäsie	€ 94,480	16.89%	€ 95,480	€ 99,986
23	Great Britain	Ordnance Survey	€ 34,182	6.45%	€ 35,182	€ 42,201
24	Great Britain	Her Majesty's Land Registry	€ 34,182	6.45%	€ 35,182	€ 42,201
25	Greece	Hellenic Military Geographical Service	€ 10,476	0.52%	€ 9,476	€ 9,378
26	Greece	National Cadastre and Mapping Agency S.A	€ 10,476	0.52%	€ 9,476	€ 9,378
27	Hungary	Földmérési és Távérzékelési Intézet	€ 7,822	0.30%	€ 8,183	€ 8,161
28	Hungary	GEOS, Geoinformation Service of the Hungarian Defence Forces	€ 7,822	0.30%	€ 8,183	€ 8,161
29	Iceland	Fasteignamat Ríkisins	€ 6,280	0.04%	€ 6,710	€ 6,721
30	Iceland	Landmælingar Íslands	€ 6,280	0.04%	€ 6,710	€ 6,721
31	Ireland	Ordnance Survey Ireland	€ 12,118	1.08%	€ 12,536	€ 12,478
32	Italy	Agenzia del Territorio	€ 6,120		€ 6,500	€ 6,500
33	Italy	Istituto Geografico Militare Italiano	€ 54,562	9.40%	€ 55,562	€ 58,529
34	Kosovo	Kosovo Cadastral Agency	€ 6,261	0.03%	€ 6,679	€ 6,666
35	Latvia	Latvijas Republikas Valsts zemes dienests	€ 6,466	0.07%	€ 6,892	€ 6,887
36	Latvia	Latvijas Geotelpiskas Informācijas Agentūra	€ 6,466	0.07%	€ 6,892	€ 6,887
37	Lithuania	Valstybės Imone Registrų Centras	€ 6,611	0.11%	€ 7,091	€ 7,109
38	Lithuania	Nacionalinė žemės tarnyba prie Žemės ūkio ministerijos	€ 6,611	0.11%	€ 7,091	€ 7,109
39	Luxembourg	Administration du Cadastre et de la Topographie	€ 7,505	0.26%	€ 7,976	€ 7,939
40	Malta	Malta Environment & Planning Authority	€ 6,317	0.04%	€ 6,737	€ 6,721
41	Moldova	Agentia de Stat Relatii Funciare si Cadastru a Republicii Moldova	€ 6,263	0.03%	€ 6,695	€ 6,666

#	Country	Organisation	2015	GDP %	2016	2017 (current proposal)
42	Montenegro	Uprave za Nekretnine	€ 6,228	0.02%	€ 6,612	€ 6,611
43	Northern Ireland	Land and Property Services	€ 7,408	0.34%	€ 8,384	€ 8,382
44	Norway	Statens kartverk	€ 16,199	2.19%	€ 17,199	€ 18,622
45	Poland	Główny Urząd Geodezji i Kartografii	€ 17,475	2.40%	€ 18,475	€ 19,784
46	Portugal	Instituto Geográfico Português	€ 12,131	1.01%	€ 12,135	€ 12,090
47	Romania	Agentia Nationala de Cadastre si Publicitate Imobiliara	€ 10,374	0.87%	€ 11,374	€ 11,315
48	Russia	Rosreestr	€ 38,614	8.15%	€ 39,614	€ 51,610
49	Serbia	Republicki Geodetski Zavod	€ 7,245	0.19%	€ 7,577	€ 7,552
50	Slovak Republic	Urad geodezie, kartografie a katastra Slovenskej republiky	€ 8,434	0.44%	€ 8,949	€ 8,935
51	Slovenia	Geodetska uprava Republike Slovenije	€ 7,400	0.22%	€ 7,713	€ 7,718
52	Spain	Instituto Geográfico Nacional	€ 25,397	3.08%	€ 24,397	€ 23,548
53	Spain	Geographic High Council Territorial Commision GHC/TC-Spain	€ 6,120		€ 6,500	€ 6,500
54	Spain	Direccion General del Catastro	€ 25,397	3.08%	€ 24,397	€ 23,548
55	Sweden	Lantmäteriet	€ 16,841	2.50%	€ 17,841	€ 20,338
56	Switzerland	Swisstopo	€ 19,328	3.00%	€ 20,328	€ 23,105
57	The Netherlands	Kadaster	€ 27,034	3.81%	€ 27,842	€ 27,588
58	Turkey	Milli Savunma Bakanligi, Harita Genel Komutanligi	€ 14,207	1.75%	€ 15,207	€ 16,186
59	Turkey	General Directorate of Land Registry and Cadastre	€ 14,207	1.75%	€ 15,207	€ 16,186
60	Ukraine	the State Service of Ukraine for Geodesy, Cartography and Cadastre	€ 9,118	0.58%	€ 9,735	€ 9,710
			€ 880,958	100.00%	€ 903,315	€ 950,000