



2021 Operating Plan and Budget

Including 2021 Membership Subscriptions

5. GA 2020 Operating Plan Budget and Subscriptions 2021

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1. 2021 Operating Environment

Change presents both challenges and opportunities which require a proactive approach to ensure we are able to respond to emerging trends and a changing operating environment. Members of EuroGeographics must respond quickly to this change too, while also identifying where authoritative, trustworthy and quality data holds a premium for users. Helping members track these changes and identify value is a crucial role for EuroGeographics, helping sustain the value of its member's geospatial information in strategic decision making. With mapping information being seen as mainstream and with so many sources available, it is unavoidable and therefore essential that we embrace this rapidly developing environment.

Through its representation activities, EuroGeographics' monitors and helps members react to a range of European and global activities and policies, including:

- The European Strategy for data creating a single market for data – by being actively involved in the anticipated actions;
- Supporting the shift to highly connected and digital governments;
- The Open data and PSI directive – supporting the Implementing Act on High Value datasets due to be adopted in early 2021;
- Securing protection of personal data and the reform of intellectual property;
- Proceeding with harmonisation of data allowing development of homogenous pan-European datasets;
- Supporting the success of the Copernicus platform as a key component of the European Space programme;
- Following the Digital Europe Programme, CEF2 and Horizon Europe, as enablers for creating a single market for data (European data spaces);
- Being prepared for the evaluation and review of the INSPIRE Directive;
- Raising awareness of the importance of authoritative geospatial data at a global level through ongoing developments in UN-GGIM;
- Supporting the integration of geospatial information in the Sustainable Development Goals.

Global, European and national economic conditions continue to be extremely challenging, and even more so in the light of the COVID 19 pandemic. Public sector resources are stretched: NMCA's have to justify their existence, demonstrate value for money, and in turn, need to justify their membership of EuroGeographics.

EuroGeographics is a unique network of public sector peer organisations active in geospatial information management from across Europe. We provide a network that enables a constructive, collaborative dialogue between members, and between our members and interested international stakeholders, to overcome the technical and institutional obstacles that prevent the widespread use of national, authoritative geospatial data. This operational plan sets out what we intend to do to support this during 2021.

2. Operational Goals and Actions

Knowledge Exchange

Our Strategic aim is to encourage the exchange of knowledge between our members and their stakeholders, and to sustain and extend our knowledge exchange activity to do this as effectively as we can, within available resources. To do this we will:

- Deliver an extended programme of knowledge exchange and capacity building aligned with the representation activity and event strategy to maximise member participation and benefit. This will include:
 - Our General Assembly in Sarajevo in May 2021.
 - Progress plans for 2022 General Assembly in Malta.
 - Deliver a programme of regular on-line knowledge Exchange webinars; scheduled for winter (Jan – March), spring (April – June) and autumn (Sept – Nov).
 - Support the delivery of at least one Knowledge Exchange Network meeting for each of our active Networks – Policy, INSPIRE, Quality and Cadastre and Land registry KEN.
 - Maintain on-line knowledge exchange resources for members.
- We will share knowledge exchange benefits, activities and outcomes, making members aware of the value of this membership benefit by strongly linking it to the Association's communication and event strategies.
- We will seek to identify external funding programmes that support our capability and role in knowledge exchange for our members.
- Work in partnership to deliver joint events with strategic partners, where practical: specifically support the Permanent Committee of Cadastre in delivering their bi-annual conference and maintain joint working with EuroSDR.

Representation

Our strategic aim is to represent our members' collective interest and amplify their voice. We work in partnership with the European and international systems and with others to achieve what we believe is in the public interest, that is the widespread use of our members' authoritative geospatial data and infrastructure. To do this, we will:

- Maintain our Policy Knowledge Exchange Network as a means to coordinate and proactively develop our representation activity, including preparing EG policy positions and briefings. We will ensure that it meets members' expectations and requirements, and improves communication of members' National positions of our collective concerns.
- We will maintain the integrated tracking and evaluation service for members by:
 - Providing a policy tracking service
 - Providing weekly policy briefings
 - Providing monthly policy pages in the Members Newsletter

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- We will support and represent our members' interests globally at the United Nations, by:
 - Proactively participating as an observer at the United Nations Global Geospatial Information Management (UN-GGIM) Committee of Experts, and on the UN-GGIM: Europe Executive Committee, keeping members informed and briefed on the key topics of interest, and helping to develop shared positions and responses to key global policy developments.
 - Providing and funding the UN-GGIM: Europe Secretariat as set out in the Service Level Agreement with the Dutch Kadaster.
- We will support and represent our members' interest in Europe by:
 - Monitoring key policy and legislative areas of interest, such as the European Strategy for Data, the Open Data Directive, proposed review of INSPIRE, plans for Copernicus and Galileo under the proposed Space Regulation and other areas of interest to our members.
 - Liaising, communicating and briefing European Commission officials and EU Parliamentary interests and others on EuroGeographics' collective interests in developing and delivering the EU policy agenda.
 - Maintaining contacts and managing relationships and partnerships with the key European stakeholders, including in the European Union and other relevant European institutions.
- We will identify the next funding programmes to secure the resources required to help deliver requirements set in European Strategy for Data in term of opening more public sector, High Value Data for the public good.

Data Access and Integration

Our strategic aim is to help our member's data and EuroGeographics pan-European data sets to be used within the European and International systems. We will do this by:

- Delivering the defined programme of work within the Data Access and Integration strategy, by continuing to work with our members to ensure a clear supply chain, and promote their data to existing and new end users.
- Delivering the second year of the Open Maps for Europe project, which includes:
 - Making ERM and EuroDEM available under an open data license
 - Delivering the enhanced gateway which will allow users to discover, view and download open datasets; this will include ERM, EuroDEM, Imagery, EGM and the Regional Gazetteer
 - Build on the coverage of the datasets where possible
 - Start to promote the gateway and open datasets through a comprehensive Communications plan

Membership and communications

Our members are at the heart of what we do. Delivering value to our members is one of our core strategic aims. To ensure that we continue to do this, we will:

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- Undertake a membership survey during 2021, and report its findings to the General Assembly in 2022.
- We will effectively communicate the benefits of membership through the delivery and implementation of the membership engagement plan, with messaging tailored to members' needs and priorities. We will do this:
 - Through presentations, briefings and visits to member organisations
 - Through the production of a bi-monthly Newsletter
 - By maintaining a member only area on our website
 - Producing an annual membership benefits summary, explaining the work we do for use by our members to support and promote their continued active involvement in EuroGeographics
- We will deliver an extended programme of events for our members, aimed at their interests, with particular emphasis on virtual meetings, and where appropriate working in close cooperation with key partners, that enable members to exchange knowledge and experiences and engage in EuroGeographics' activities, without the necessity to travel (Detailed in Knowledge Exchange).
- We will update our communications strategy and plan to support the implementation of our strategy. This will be concise and set out the core strategic messages that we will deliver to our key stakeholders, describing what we will say to whom along with the tactics and tools to be deployed. We will:
 - Produce an annual review of member case studies promoting their collective and individual achievements
 - Maintain our public facing website, which provides access to members' data portals and informs the public about what our members do
 - Issue press notices informing the public of key events and activities
 - Promote the appropriate use of social media as well as of branding and other ways of supporting our core messages through targeted marketing and communications

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

Our strategic aim is to ensure we have a sustainable Association within a balanced budget. To do this we will:

- Implement EuroGeographics Strategy 2020-23, which focuses on a new strategic direction for the Association with the key priority of facilitating access to member's data through improved data access and integration.
- Present and manage a balanced budget in which the costs of our core membership activities are covered by membership fees.
- Manage investment in the Data Access and Integration Strategy, with the prudent use of reserves for approved investment.

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- Develop a longer-term sustainable financial model to deliver the data access and integration strategy, explore a range of options for providing continued financial support to sustain and potentially expand this activity.
- We will meet statutory, regulatory and audit requirements, ensuring that formal requirements are met within the Belgian legal system, including annual accounts lodged with the appropriate authorities and an acceptable audit opinion, where appropriate.
- Ensure a highly motivated Head Office team with the skills, competencies and behaviours necessary to implement the new strategy and resultant operating plan.

3. The Association's Finances

Sales and contract income continue to decrease, following the trend we have identified over the last 3 years. Membership income has also decreased in real terms due to non-payment by some members and the effects of inflation. This means a continual loss of funding for all our activities. EuroGeographics undertook a series of cost savings measures starting in 2019 and continuing in 2020, but still needs to rely on its reserves to deliver the 2021 Operating plan. The continuing support and commitment of our members is therefore essential to the future sustainability of the Association's activities.

3.1 Subscriptions

Membership subscriptions were due to be reviewed and recalibrated in 2020 for the period of 2021 – 2025. However, due to the unprecedented and still largely unknown impact of Covid-19 on society, the economy and the way EuroGeographics activities are conducted; Management Board have proposed under such exceptional circumstances that membership subscriptions are retained at their current level for 2021. One member continues to be in abeyance and one member who was in abeyance in 2020 has now terminated their membership. Therefore, income from membership subscriptions is calculated to be € 930,827 in 2021.

It is essential that we sustain our membership income, and that members continue to support our work and pay their subscriptions in a timely way. Therefore, we will continue to proactively manage the payment of membership subscriptions, and ensure that non-payment is dealt with fairly and professionally.

3.2 The Budget

The budget for 2021 is presented in Annex A. It takes account of the projected financial position at the end of 2020, the costs of delivering the 2021 operating plan, the forecast income from subscriptions, data licensing, and expected EU grant income.

The overall cost of delivering the 2021 operating plan is expected to be € 1,359,380 with the income from various sources predicted to total € 1,280,267. The cost of the Association's membership activity is € 873,381 (covering knowledge exchange, representation and administration) and this falls within the projected income from membership subscriptions. The cost of pan-European data integration work exceeds sales and contractual income by € 62,654. This

deficit, and the investment of € 43,485 required for the Open Maps for Europe project, will be met from reserves in 2021.

3.3 Reserves

At the end of 2020 reserves are expected to stand at € 702,364. This is expected to reduce to € 623,251 by the end of 2021. € 200,000 euros of these reserves are required to support the Data Access in Integration Strategy over the three-year period 2020-2022, while maintaining our planned level of membership activities.

4. Operational Governance

The Management Board supervises the implementation of this operating plan. Day-to-day operational management is the responsibility of the EuroGeographics Secretary General and Executive Director, supported by Head of Operations and Association Management, and the EuroGeographics Head Office Team. They are responsible for reporting through the Secretary General and Executive Director 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.

Sallie Payne Snell
Head of Operations and Association Management
September 2020

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Annex A - 2021 Budget by Cost Centres

ANNUAL ACCOUNTS			notes
	2020 Revised Budget	Proposed 2021 Budget	
COST CENTRE 1 - Association	112.271	-35.628	
Cost Centre 1.1 Memberships (Income-Costs)	94.353	27.026	
Cost Centre 1.1 - Membership : Costs	806.054	873.381	1
Cost Centre 1.1 - Membership : Income	900.407	900.407	2
Cost Centre 1.2 - Data Activity (Income-Costs)	17.918	-62.654	
Cost Centre 1.2 - Data Activity : Costs	276.535	312.058	3
Cost Centre 1.2 - Data Activity : Income	294.454	249.404	4
COST CENTRE 2 - EU Projects	-68.592	-43.485	
Cost Centre 2.3 - Open Maps for Europe (Income-Costs)	-68.592	-43.485	
Cost Centre 2.3 Open Maps for Europe : Costs	274.370	173.941	5
Cost Centre 2.3 Open Maps for Europe : Income	205.777	130.456	6
Operational Result	43.679	-79.113	7
Impact on Reserves			
Reserves at beginning of period	658.685	702.364	
Used during the period	43.679	-79.113	
Reserves at end of period	702.364	623.251	8

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The following note are provided to assist members in understanding the 2021 budget.

The 2020 budget is provided for comparison. It was approved by the General Assembly in 2019, and then reviewed and revised in July 2020 by the Management Board.

1. **Cost Centre 1.1 - Memberships costs** include Association Management costs (general management, administration, team meeting costs), Association Governance costs (general assemblies and board meetings), as well as Representation and Communication costs (European Affairs and Representation, UN-GGIM secretariat, Communications with members, Knowledge exchange networks).
2. **Membership income** comes from the subscriptions of our members.
3. **Data Activity costs** include costs of Sales (staff, travel and sales activities), Data Supply Fees from our members, and Production costs.
4. **Data Activity Income** refers to licensed sales of data, and income from the Eurostat contract.
5. **Cost centre 2.3 – Open Maps for Europe Costs** refers to all costs that are incurred for the Open Maps for Europe Project after the official start date of the project on January 1st, 2020.
6. **Cost Centre 2.3 – Open Maps for Europe Income** has been computed directly from the Open Maps for Europe costs: 75% of the incurred costs will be funded by the EU. An overhead of 7% is also added to cover general expenses.
7. **Operational Result:** As foreseen in our long-term budget, we should in 2021 incur an operational deficit of 79.113€, resulting from our various activities: Cost Centre 1.2 – Data Activity will incur a deficit of 62.654€, due to a drop in sales revenue; Cost Centre 2.3 – Open Maps for Europe will incur a deficit of 43.485€. The 2021 operational deficit arises from our data activity (-62,654€) and Open Maps for Europe Project (-43,485€). The Open Maps for Europe element is part of the 200.000€ investment that will be drawn from our reserves, as agreed by the GA 2019 in Manchester to sustain our Data Access and Integration strategy.
8. **Reserves:** As agreed in the previous GA and board meetings, our reserves will be further needed to help maintain our activity.

Annex B - 2021 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, subscriptions were last recalibrated in 2016 and therefore membership subscriptions were due to be reviewed and recalibrated in 2020 for the period of 2021 – 2025.

However, due to the unprecedented and still largely unknown impact of Covid-19 on society, the economy and the way EuroGeographics activities are conducted Management Board have proposed under such exceptional circumstances, that membership subscriptions are retained at their current level for 2021 and that the review and recalibration of membership subscriptions is deferred until next year.

Based on this proposal, which will be voted on by members at the General Assembly, the total amount from membership subscription for 2021 is €930,827. This is based on knowledge of the actual membership subscriptions we will receive in 2020 and the fact one member remains in abeyance, and a member who was in abeyance in 2020 has now terminated their membership.

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Annex C - 2021 Member Subscriptions Table

#	Country	Organisation	2019 Subscriptions	2020 Subscriptions	2021 Subscriptions (proposed)
1	Albania	State Authority for Geospatial Information	€ 6,666	€ 6,666	€ 6,666
2	Albania	Central Office of Immovable Property Registration	€ 6,666	€ 6,666	€ 6,666
3	Armenia	State Committee of the Real Property Cadastre	€ 6,777	€ 6,777	€ 6,777
4	Austria	Bundesamt für Eich und Vermessungswesen	€ 17,072	€ 17,072	€ 17,072
5	Azerbaijan	State Committee of Land and Cartography of the Republic of Azerbaijan	€ 8,327	€ 8,327	€ 8,327
6	Belarus	State Land Property Committee on the Republic of Belarus	€ 8,327	€ 8,327	€ 8,327
7	Belgium	Institut Géographique National - Belgique; Nationaal Geografisch Instituut - België	€ 12,976	€ 12,976	€ 12,976
8	Belgium	Administration du Cadastre, de L'Enregistrement et des Domaines (ACED)	€ 12,976	€ 12,976	€ 12,976
9	Bosnia-Herzegovina	Uprava ZA Geodetske Inovinsko Pravne Poslove	€ 6,721	€ 6,721	€ 6,721
10	Bosnia-Herzegovina	Republic Authority for Geodetic and Property Affairs of Republic of Srpska	€ 6,721	€ 6,721	€ 6,721
11	Bulgaria	Cadastre Agency	€ 7,828	Membership in abeyance	Membership in abeyance
12	Croatia	Drzavna Geodetska Uprava	€ 7,884	€ 7,884	€ 7,884
13	Cyprus	Department of Lands and Surveys, Cartography Branch	€ 7,054	€ 7,054	€ 7,054
14	Czech Republic	Ceský úřad zeměměřický a katastrální	€ 11,482	€ 11,482	€ 11,482
15	Denmark	SDFE	€ 10,651	€ 10,651	€ 10,651
16	Denmark	Geodatastyrelsen	€ 10,651	€ 10,651	€ 10,651
17	Estonia	Maa-amet	€ 7,109	€ 7,109	€ 7,109
18	Finland	Maanmittauslaitos	€ 13,087	€ 13,087	€ 13,087
19	France	National Institute of Geographic and Forest Information	€ 75,134	€ 75,134	€ 75,134
20	North Macedonia	Agency of Real Estate Cadastre	€ 6,777	€ 6,777	€ 6,777
21	Georgia	National Agency of Public Registry	€ 6,887	€ 6,887	€ 6,887
22	Germany	Arbeitsgemeinschaft der Vermessungsverwaltungen der Bundesrepublik Deutschland	€ 6,500	€ 6,500	€ 6,500

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23	Germany	Bundesamt für Kartographie und Geodäsie	€ 99,986	€ 99,986	€ 99,986
24	Great Britain	Ordnance Survey	€ 42,201	€ 30,301	€ 30,301
25	Great Britain	Her Majesty's Land Registry	€ 42,201	€ 30,301	€ 30,301
26	Great Britain	Registers of Scotland	€ 6,500	€ 30,301	€ 30,301
27	Greece	Hellenic Military Geographical Service	€ 9,378	€ 9,378	€ 9,378
28	Greece	National Cadastre and Mapping Agency S.A	€ 9,378	€ 9,378	€ 9,378
29	Hungary	Budapest Fovaros Kormanyhivatala	€ 8,161	€ 8,161	€ 8,161
30	Iceland	Fasteignamat Ríkisins	€ 6,721	€ 6,721	€ 6,721
31	Iceland	Landmælingar Íslands	€ 6,721	€ 6,721	€ 6,721
32	Ireland	Ordnance Survey Ireland	€ 12,478	€ 12,478	€ 12,478
33	Italy	Agenzia del Territorio	€ 6,500	€ 6,500	€ 6,500
34	Italy	Istituto Geografico Militare Italiano	€ 58,529	€ 58,529	€ 58,529
35	Kosovo*	Kosovo Cadastral Agency	€ 6,666	€ 6,666	€ 6,666
36	Latvia	Latvijas Republikas Valsts zemes dienests	€ 6,887	€ 6,887	€ 6,887
37	Latvia	Latvijas Ģeotelpiskās Informācijas Agentūra	€ 6,887	€ 6,887	€ 6,887
38	Lithuania	Valstybės Imone Registrų Centras	€ 7,109	€ 7,109	€ 7,109
39	Lithuania	Nacionalinė žemės tarnyba prie Žemės ūkio ministerijos	€ 7,109	€ 7,109	€ 7,109
40	Luxembourg	Administration du Cadastre et de la Topographie	€ 7,939	€ 7,939	€ 7,939
41	Malta	Malta Environment & Planning Authority	€ 6,721	€ 6,611	€ 6,611
42	Malta	Malta Land Registry	€ 6,500	€ 6,611	€ 6,611
43	Moldova	Agentia de Stat Relatii Funciare si Cadastru a Republicii Moldova	€ 6,666	€ 6,666	€ 6,666
44	Montenegro	Uprave za Nekretnine	€ 6,611	€ 6,611	€ 6,611
45	Northern Ireland	Land and Property Services	€ 8,382	€ 8,382	€ 8,382
46	Norway	Statens kartverk	€ 18,622	€ 18,622	€ 18,622
47	Poland	Główny Urząd Geodezji i Kartografii	€ 19,784	€ 19,784	€ 19,784
48	Portugal	Direcção-Geral do Território	€ 12,090	€ 12,090	€ 12,090
49	Romania	Agentia Nationala de Cadastre si Publicitate Imobiliara	€ 11,315	€ 11,315	€ 11,315
50	Russia	Rosreestr	€ 51,610	€ 51,610	€ 51,610
51	Serbia	Republički Geodetski Zavod	€ 7,552	€ 7,552	€ 7,552
52	Slovak Republic	Urad geodezie, kartografie a katastra Slovenskej republiky	€ 8,935	€ 8,935	€ 8,935
53	Slovenia	Geodetska uprava Republike Slovenije	€ 7,718	€ 7,718	€ 7,718
54	Spain	Instituto Geográfico Nacional	€ 23,548	€ 23,548	€ 23,548

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55	Spain	Geographic High Council Territorial Commision GHC/TC-Spain	€ 6,500	€ 6,500	€ 6,500
56	Spain	Direccion General del Catastro	€ 23,548	€ 23,548	€ 23,548
57	Sweden	Lantmäteriet	€ 20,338	€ 20,338	€ 20,338
58	Switzerland	Swisstopo	€ 23,105	€ 23,105	€ 23,105
59	The Netherlands	Kadaster	€ 27,588	€ 27,588	€ 27,588
60	Turkey	Milli Savunma Bakanligi, Harita Genel Komutanligi	€ 16,186	€ 16,186	€ 16,186
61	Turkey	General Directorate of Land Registry and Cadastre	€ 16,186	Membership in abeyance	Membership terminated
62	Ukraine	the State Service of Ukraine for Geodesy, Cartography and Cadastre	€ 9,710	€ 9,710	€ 9,710
	TOTAL		€ 963,000	€ 930,827	€ 930,827

This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.