



EUROGI STRATEGIC FRAMEWORK 2020-2024

Adopted by the General Board at its meeting on 24 June 2020



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1 AIM OF THIS DOCUMENT

The aim of this document is to set out a strategic framework for the sustainable growth and development of EUROGI covering the period 2020 to 2024.

2 BACKGROUND

2.1 Current EUROGI Vision and Mission

EUROGI's current Vision is:

“Location based information and technologies serve as core enablers of the European digital society.”

EUROGI's overall Mission is:

“To promote the widespread and effective use of geospatial information and technologies in Europe.”

This will entail EUROGI:

- *Facilitating value creation from location-based Information and technologies for a sustainable, prosperous, and cohesive Europe;*
- *Achieving this by working with its members, members' members¹ and other stakeholders, in order to drive innovation and to support policy development; and*
- *Representing users and providers of location-based information and technologies from the European public, academic, community and private sectors.*

2.2 Motivation for Preparing the Strategic Framework and Drafting Team

The EUROGI Executive Committee (January 2019) and subsequently EUROGI's General Board (April 2019) agreed to initiate a major re-orientation and 'rebooting' of EUROGI in order to substantially increase its value for its members and for the overall European geospatial community. It was agreed that this process would be based on goals accepted by the members and would follow a well-structured process developed by a dedicated task team established by the Executive Committee.

The present document is the result of the activities of this dedicated task team that was constituted of following authors (in alphabetic order): Maurice BARBIERI, Hans BREEMERSCH, Joao FERNANDES, Alejandro GUINEA DE SALAS, Bruce McCORMACK, Josef STROBL, Simon VREČAR, Andreas WYTZISK and Jean-Yves PIRLOT for during the final editing phase.

¹ EUROGI is an umbrella organisation with most of its members being National Geographic Information Associations (NGIAs). These NGIAs have themselves got members who by extension fall within the EUROGI 'umbrella' concept, hence the term members' members.

2.3 Methodology

The strategy development has been based on a thorough collection and analysis of stakeholder views on EUROGI and their expectations regarding what EUROGI should deliver to them. In broad terms the stakeholders included:

- EUROGI member organisations;
- European Commission representatives;
- Pan-European organisations in the broader geospatial community.

In addition, an analysis of general market, technological and societal trends which might influence the geospatial environment (public sector, industry, academia) in the future was undertaken.

Based on the identified stakeholder perceptions and expectations, a common perspective for the strategy development has been developed and will be presented to the EUROGI General Board for consideration and possible approval at its meeting on 24 June 2020. The final approved Strategic Framework will form the basis for developing a 2020 Work Plan and, more generally, to iteratively shaping goals and strategies in close cooperation with the EUROGI members and the wider geospatial stakeholder community.

2.4 Current State of Play

2.4.1 Members' Views

EUROGI is a membership organisation and as such, it is essential that EUROGI deliver added value for its members and to their members, the so called members' members. However, member expectations are not always transparent and are most likely to be diverse in nature.

To gain better insight into members views a number of interviews were conducted. In order to get quick results, the interview partners were selected in terms of availability. In order to get a better coverage, more members might be interviewed in the future.

Representatives of the following EUROGI members were approached and interviewed:

- AGEO (Austria);
- DDGI (Germany);
- GeoForum (Denmark);
- IRLOGI (Ireland);
- LATGIS (Latvia).

All members were asked how they perceive EUROGI, what they expect from EUROGI, and in what respect EUROGI should improve.

In summary the abovementioned member representatives perceive EUROGI - as it is now - in the following both negative and positive ways as set out below.

Three main negative views emerged:

- ***Few benefits for members***
There is no or just minor benefit from being an EUROGI member. There are no (known) tangible tools established for helping members to achieve their needs, nor is there a clear

communication of activities carried out by EUROGI. Members cannot see what has been done in their interest;

- ***Not a significant player***
EUROGI is not considered as a particularly significant or influential player in the geospatial domain in Europe. EUROGI does not seem to be an appropriate ‘instrument’ to develop international relations. Furthermore, its ability to lobby and support EU policy making is questionable;
- ***Neglecting non-academic members interests***
EUROGI has developed a particularly strong focus on "academia" and on raising funding and projects via the EU (mainly Horizon) system. This seems to have led to some level of neglecting other non-academia member’s interest spheres.

The following main positive views were expressed:

- ***Developing European identity***
EUROGI helps to develop a sense of European identity in the context of geospatial information and technologies, i.e. EUROGI provides mutual solidarity and ongoing contact point;
- ***Supporting members activities***
Members benefit from EUROGI supporting local activities like workshops or national conferences held by members.

The members interviewed express the following expectations regarding EUROGI’s future role:

- ***Unifying body or platform***
EUROGI should be a unifying body or platform with a single communication channel for all geospatial actors and interest groups;
- ***Facilitating and mediating role***
EUROGI should embrace the fact that there may at times be conflicts of interest between members and different segments of the geospatial stakeholder community. Thus, EUROGI should create a common space where opinions and knowledge can be exchanged and where different views can be aired and possible disagreements openly discussed, i.e. EUROGI should take a more facilitating and mediating role. This might contribute to a broader and more nuanced view of the geospatial domain which its members and other stakeholders such as the EU can benefit from;
- ***Provide Services and be a trustworthy partner***
EUROGI should develop services and a reputation to be considered as a qualified and trustworthy consultation, collaboration and possibly ‘sparring’ partner in some cases within Europe;
- ***Support the knowledge/information/expertise base***
EUROGI should focus on supporting professional development, knowledge sharing, conferences, seminars, webinars and professional fora and expert groups;
- ***Communication channel***
Services should be established to communicate developments on the EU level which might impact members’ and members’ members businesses;
- ***Lobbying***
EUROGI should lobby for GeoIT/Copernicus in application domains like environmental monitoring, mining, agriculture, technology transfer with a focus also on developing countries;
- ***EU funded projects***

EUROGI should be a facilitator or consortium member for joint projects funded by the EU or other bodies.

2.4.2 Commission Representatives' Views

EUROGI's relation to the Commission and associated EU institutions are an import asset for our members and thus should be major focus over the coming years. EUROGI is a European-wide organisation and the Commission is a 'natural fit' for such an organisation. EUROGI's aim should be to have some impact on EU policy and practice in relation to geospatial information and technologies.

To get the views of key officials in Commission institutions on what they would like to see EUROGI delivering to them, a series of interviews were held. However, due to the formation of the new Commission in the latter part of 2019 and its implications for policy and direction only a limited number of interviews were actually conducted with Directorate General (GD) officials.

Representatives of the following DGs / EU institutions were interviewed:

- DG Environment;
- Joint Research Centre.
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In summary the representatives interviewed perceive EUROGI - as it is now - in the following ways:

- EUROGI does not play a significant role, very much in contrast to other non-governmental European organisations in the geospatial domain;
- It is unclear, who is actually represented by EUROGI, i.e. how relevant EUROGI's position is. A critical mass of represented stakeholders appears to be missing.

The interviewed representatives express the following expectations regarding EUROGI's possible future role:

- **Organisation for consultation**
EUROGI could be a counterpart/contact, which bundles and channels views of its members and presents/discusses such views with the Commission. It could also:
 - provide (formal and informal) feedback to official calls for consultation which are held from time to time;
 - participate in unofficial talks, workshops etc.
 However, EUROGI needs to be self-confident, and its inputs need to be representative. It should also be transparent regarding the extent to which communicated interests are backed by the wider representative member community;
- **Cross-domain representative body**
EUROGI could be a partner to represent a cross-domain community (environment, water etc.) and not just narrow sectoral interests in the geospatial community;
- **Workshops and other activities focussed on European topics**
EUROGI should organize workshops, webinars, discussions, etc. for its members to communicate and discuss European topics, a task which some other European NGOs in the geospatial domain do often and very well;
- **Publisher of analyses and reports**
EUROGI should develop and publish analyses and reports (i.e. bring relevant topics proactively onto the European agenda, disclose actions needed, etc.);
- **Clear differentiation from other European organisations**

EUROGI needs to distinguish itself clearly and transparently from other (umbrella) organisations in the European geospatial domain.

2.4.3 EU level Non-governmental Organisations' Views

European NGOs which are engaged with geospatial information and technologies in some way and have an EU-wide footprint are relevant stakeholders for EUROGI.

In order to get an insight into what such organisations might wish to see EUROGI delivering to them, and more broadly, what they suggest should be EUROGI's role, a series of interviews with such organisations were undertaken.

Representatives of the following EU-level organisations were approached, and their views obtained:

- Copernicus Academy;
- Eurogeo;
- ESRI Europe;
- CLGE;
- EuroGeographics;
- EAASI.

In summary the organisations' representatives perceive EUROGI - as it is now - in the following negative ways:

- **No significant presence**
EUROGI's visibility and the awareness of its existence has been minimal in the past few years;
- **Role Uncertainty**
There appears to be no clear picture anymore since the earlier times regarding what exact role EUROGI plays or is supposed to play, what is its 'Unique Selling Point' which no other institution plays.

The interview partners express the following expectations regarding EUROGI's future role:

- **National GI Associations / EU institutions interface**
EUROGI should support the interfacing of national GI organisations with the Commission and other European agencies, although the current membership is not seen to have a good potential for doing so;
- **Strengthen role in education**
EUROGI should enhance its presence for geospatial education, and as a consequence for improving geospatial understandings in the wider society
- **Overlap**
Avoid overlap with other existing GI Associations.

Further information regarding EU level organisations views are set out in a separate document which can be provided on request.

2.4.4 The Emerging Future of the Geospatial Sector

In a separate report which is available on request, relevant information is provided in an overview context of the issues and trends of relevance which are likely to impact on the sector over the next approximately five years.

The following table summarizes the key macro-environment trends and forces identified in the report that are shaping, and are likely to shape, the future of the geospatial sector. These trends/forces are classified in the following broad categories:

- Nature - Political (P), Economical (E), Societal (S), Technological (T)
- Type - Potential opportunity (O) or Potential Threat (T)
- Potential Impact - (Low (L), Moderate (M), High (H))
- Trend - Increasing ↗, stable → or decreasing ↘

KEY MACRO-ENVIRONMENTAL FORCES	NATURE	TYPE	RANK	TREND
UN Sustainable Development Goals (SDG)	P	O	M	↗
INSPIRE implementation	P	T	M	→
EU Space Strategy and Copernicus	P	O	H	↗
EU Digital Initiatives (Digital Europe, Digital Single Market, Digital Government)	P	O	H	↗
Data Deluge (Big Data, real-time data, Open data...)	T	T	H	↗
Advanced AI and Analytics	T	O/T	H	↗
Geospatial Blockchain	T	O	M	→
Extended Reality (AR, VR, Mixed Reality, AR Cloud...)	T	O	M	→
Sensing and Mobility technologies (IoT, UAV, Autonomous systems...)	T	O	M	↗
Next generation of communication technologies (5G, LEO sats)	T	O	M	→
Rising Urbanisation	S	O	L	→
Migrations	S	O	L	→
Geomatics education shortage	S	T	H	→
Rising Energy consumption	E	O	M	→
Green Growth and Circular Economy	E	O	M	→
Climate Change	E	O	H	↗

Conclusions

The stakeholder feedback available up until October 2019 was discussed by the General Board at its meeting in Dublin in November. The Board agreed that EUROGI's reorientation should be based on the following findings as highlighted in the interviews conducted to date:

1. EUROGI's **visibility, impact and reputation is very limited** at the moment, i.e. a quite radical change is needed to develop EUROGI towards becoming an **influencing, credible and most relevant association**;
2. EUROGI should evolve towards becoming a **"common platform for European GI Stakeholders"**;
3. It needs to secure a **wider membership base** in order to be recognized as a substantial and influential organisation;
4. EUROGI's **membership and organizational structures** need to be re-considered;
5. EUROGI needs to **show leadership on important geospatial topics/issues** of common European-wide concern and possibly in some cases of local interest;
6. It needs to **provide tangible and visible services and capacities** to generate value for its members and members' members, the EU, and the European geospatial community in general. It thus needs to review its portfolio as well as its ongoing and planned activities and undertake them **openly, transparently and pro-actively**;
7. EUROGI should **stand up for a common geospatial policy implemented horizontally across the EU Institutions**, in particular the Commission. Members' positions should be taken into account. The **lack of an integrated geospatial policy** backed up by core reference data from authoritative data providers will severely hamper the European digital economy and effective public administration.

3 Way Forward

3.1 What We Want to Achieve

4.1.1 Vision and Mission

Taking account of the submissions and comments which were made EUROGI confirms that the vision and mission as currently adopted (see section 2.1 above) remain relevant and provide an overall, high level guiding framework for shaping its activities into the future. It is however worth restating them in the context of this section of the Strategic Framework, namely;

EUROGI's **Vision** is:

"Location based information and technologies serve as core enablers of the European digital society."

EUROGI's **Mission** is:

"To promote the widespread creation, effective use and maintenance of geospatial information and technologies in Europe."

4.1.2 Objectives

The analysis undertaken to date shows that EUROGI's stakeholder community expects significant changes in the way EUROGI operates, which range from simple improvements related to its daily business (in particular the way and the intensity regarding EUROGI communicates with its members) to potential far-reaching changes of the association's self-conception (e.g. the common platform idea).

The **overall Objective** is:

“To increase the value that EUROGI provides to the European geospatial community”.

Related objectives are:

- (1) To retain existing members and secure new members;
- (2) To deliver meaningful value added for both members and members' members;
- (3) To provide a platform in which the views of diverse stakeholders in the European geospatial community can be articulated to the European Commission and other EU level agencies;
- (4) To engage meaningfully with other pan-European NGOs and with their support and agreement articulate concerns, problems, challenges and provide suggestions for improvement at both the policy or practice levels;
- (5) To maintain effective communications regarding EUROGI activities and plans;
- (6) To undertake its activities in ways which promote transparency, fairness and balance.

4.2 Key Requirements

4.2.1 Mandates

It is necessary that EUROGI's mandates are clear and well understood. In this regard there are two types of mandates, namely, general/basic and specific.

General/basic Mandate

In general, basic terms EUROGI derives its mandate from its members. It is a membership organisation and at this basic level it derives its mandate solely from its members and not from any other bodies or persons. An important issue regarding this general/basic type of mandate is whether EUROGI needs to give all its members the opportunity to provide inputs/comments prior to EUROGI speaking or making representations on behalf of its members.

As a general principle EUROGI would provide an opportunity to all its members on all matters of particular significance, but it is noted that for practical purposes there may be instances where it would be appropriate for the President, Vice President, Treasurer, Secretary General/Acting Secretary General or some other Excom member(s) to make representations or give view/opinions on behalf of EUROGI without necessarily having obtained a direct clear mandate from one or more of its members.

In such cases it would be very likely that the EUROGI leadership would be fully aware of the position of its members based on interactions with members (or members' members) over time, but if there is any hesitation in this regard then if at all possible the representation would be delayed until full and proper consultation with the members had taken place.

Specific Mandates

As a consequence of EUROGI playing a networking/platform role it may be given the task of making representations on behalf of a one or more other organisations which operate in the European geospatial 'space'. Prior to making such representations EUROGI would seek to obtain

a high level of clarity regarding the nature of the representations and would make it clear to the recipients of the representations the nature of the mandate which it has received.

4.2.2 Core Values

Every organisation should have a set of core values which are clearly set out, and which are understood and accepted by members. The activities of the organisation should occur within the parameters of such values. EUROGI is no exception in this regard and will seek to operate in terms of the core values set out below.

Respect and Tolerance

As has been mentioned above, EUROGI membership and its members' members come from the public, private, academic and community sectors. Given this diversity it is inevitable that there will not always be consensus on all issues of importance. A key requirement in order to retain confidence in EUROGI is for all members and members' members to understand that as an organisation EUROGI will genuinely display respect for differing views and will give all views and opinions full and serious consideration even if they represent a small minority view and in due course will not form the basis for EUROGI actions. There will be tolerance of divergent views. Should significant disagreements arise every effort will be made to resolve the differences through good faith discussion and if necessary through negotiation.

Transparency and Openness

EUROGI will operate with transparency and openness. For example, the Excom meetings will be open to all members and not just limited to the Excom members themselves. When necessary Excom meetings will be available virtually even when the meetings will be of the face-to-face type.

4.2.3 Stakeholders and EUROGI Value Propositions

EUROGI's main stakeholder base is its members and through them the members' members. EUROGI occupies a distinct 'space' in the European geospatial community in that it is the only organisation which has a membership base (members' members) which includes organisations from the public, private, academic and community sectors. Viewed across the whole organisation at the members' members level there are many organisations in each of these four broadly defined sectors.

Regarding the members and members' members, discussions over the years as well as the most recent canvassing of their views discussed earlier in this document has indicated a significant diversity of values which EUROGI can provide for them. Examples include providing an avenue to influence Commission policies and practices, establishing the opportunity to widen their contact networks across Europe, becoming involved in EU funded projects, knowledge sharing, capacity building, promoting their own organisation or country visibility through for example showcasing good/best practice in their organisation or country.

Given such diversity of potential values for members and members' members it is not possible to identify a single value proposition which EUROGI could or should offer. Instead, the key message arising from this diversity of values is that EUROGI needs to provide a platform/basis for these key stakeholders to derive the value which is most important to them. This is a major challenge for EUROGI which has a number of dimensions/aspects, including for example;

- Knowing what exactly are the needs and requirements of all its members and through them the members' members;
- Cultivating an understanding amongst members and members' members that they can actually shape EUROGI activities to meet their own needs and requirements;
- Having the necessary attitudes to support activities by EUROGI which go in different directions;
- Providing the necessary financial or organisational arrangements to support the members meeting their own needs and requirements.

Beyond its members and members' members EUROGI has two other key organisational stakeholder groupings, namely, the European Commission, and other pan-European organisations which operate in the geospatial space.

In the case of the Commission, the different Directorates General have different levels of reliance on geospatial data and technologies and given their different core areas of interest/mandates they have different needs and requirements from a geospatial perspective. Regarding the pan-European organisations operating in the geospatial space, there is very considerable diversity in terms of areas of interest, operating procedures, organisation structures, resources available, networks, etc.

Over the period of this Strategic Framework EUROGI will strive to ensure that it is the vibrant and flexible platform required to meet the added value requirements of its members and through them their members. It will also seek to provide a vibrant and meaningful platform for the Commission and pan-European stakeholders

4.3 Management Arrangements

4.3.1 Annual Work Plans

EUROGI will produce annual work plans which deal, inter alia, the following matters:

- Objectives for the Year;
- Targets within the stated objectives;
- Actions to be taken in terms of the Targets;
- Roles, responsibilities, and involvements, including involvement of members and where relevant members' members;
- A communications strategy which includes communications related specifically to EUROGI's key stakeholders;
- Key performance indicators;
- Possible risks and the approach to dealing with them;
- Resources required, including financial and human.

The Annual Work Plans will be submitted by the Executive Committee to the General Board for consideration and approval by the end of January of each year. The Work Plans will be ambitious but realistic and shall incorporate key messages which arise from the previous year end-of-year review as indicated below.

Some examples of the kinds of activities which could be included in a Work Plan are:

- **Developing resumes** of official documents and guidelines, making them more understandable for the non-technical public;
- **Collecting opinions** through web/surveys and sharing results;
- **Developing reports** for example on the emerging future of Geospatial industry;
- **Developing recommendations/white papers**, if possible in collaboration with technology providers or consultants, sister organisations, and/or the private sector. For example, recommending how the European Commission should organize the production and manage the official geospatial data, taking into account of the evolving wider EU single digital market policy and policies regarding privacy and security;
- **Organising events** to engage community members and bringing them virtually and/or physically together. Community building needs interaction and collaboration on topics of joint interest. The events will Inform the community, involve invited experts, and inform about results;
- **Organising meetings/workshops with relevant DG** representatives in Brussels or elsewhere in each quarter or half of a year;
- **Enabling members to themselves directly access EC personnel/DGs.** Promoting meetings among members and EC personnel at which networks can be built;
- **Internal communications** with members, to inform them about all phases of the strategy, and to share any relevant geospatial information;
- Developing a **strategy for social networks**, like writing a strategy to plan posts, automate posting in more than one SSNN, harmonise style, etc.

4.3.2 Performance Reviews

Two performance reviews based on structured processes will take place during a year, namely:

- A relatively short, focussed mid-year review to be concluded by the end of June each year;
- A more considered end-of-year review undertaken by the end of December each year.

The June reviews will involve mainly the Executive Committee members but may involve other stakeholders as may be considered necessary and appropriate.

The December reviews will involve members and possibly members' members if appropriate, and may also entail asking for inputs/comments where appropriate from EC persons and other pan-European geospatial organisations.

4.3.3 Annual Report

An Annual Report will be produced for release not later than 30 March of each year.

4.3.4 Management

The way in which an organisation is managed can make or break it, and EUROGI is no different in this regard. It is essential that both the organisational, personnel and process aspects of management are appropriate for an organisation such as EUROGI.

General Board (GB)

The GB comprises all EUROGI members and under normal, non-pandemic circumstances meets twice a year on a face to face basis, once in Brussels and once in one of the member countries. This situation is considered reasonable and should continue.

Executive Committee (Excom)

In the past the Excom has normally held four face-to-face meetings annually. More recently due to the Covid-19 crisis meetings have been held virtually on a monthly basis. In future the monthly meetings should continue to take place on a virtual basis but should circumstances permit there should be two face-to-face meetings annually.

Management Board

The EUROGI bylaws make provision for a Management Board comprising the President, Vice President, Treasurer and Secretary General. In recent years this body has not been operational. The Management Board will be constituted and will meet on a weekly basis to deal with more day-to-day EUROGI matters.

Secretariat

The primary role of the Secretariat is to provide administrative support to EUROGI as and when required. This would entail two basic types of support. Firstly to carry out the ‘normal’ administrative functions such as organising meetings of the General Board and Executive Committee, preparing documents for such meetings and writing up minutes of meetings, keeping an Action List up to date, providing a repository for correspondence, alerting the President or other officials regarding upcoming relevant issues, etc.

A second type of support would be of a more ad hoc nature where the Secretary General/Acting Secretary General would need to use his/her judgement regarding the nature and extent of support which could be provided. When in any doubt the SG/Acting SG would need to consult with the President regarding the level of support to be provided.

Portfolios

In the past EUROGI has adopted a portfolio system with different Excom members having different areas of responsibility. It has worked with mixed success. Good results have been achieved when the portfolio leader has had an inherent enthusiasm and commitment to his/her area of responsibility and is fully backed by EUROGI management. In the circumstances where the system has not been so successful it may be argued that a management deficit has occurred as there has been little or no monitoring of progress or the targets for the portfolios have not been clearly defined.

EUROGI will reintroduce the portfolio system with the view to giving each Excom member a portfolio. They will be asked to set out targets, indicate what resources they need and report regularly at Excom meetings. The portfolio approach is seen as a key organisational arrangement which recognises the diversity of interests within EUROGI’s membership and provides an opportunity to provide focus around topics of interest to the members and their own members. It also provides a structured opportunity to draw in pan-European geospatial and maybe Commission stakeholders into discussions and initiatives which meet their needs and requirements.

4.4 Risks

Moving forward to implement the Strategic Framework is certainly not without risks for EUROGI, some of which are mentioned below.

Internal Focus

It is easy for any organisation to focus excessively on internal matters rather than being outwards focused where delivering value to the wider set of stakeholders and community is ultimately of paramount importance. The management proposals set out above should play a key role in keeping EUROGI focussed (particularly the portfolio system to be implemented) on getting the balance between an internal ‘navel gazing’ focus and an external ‘making a difference in the wider world’ focus.

Lack of Champions

Taking an initiative from conceptualisation through to delivery invariably requires one or more champions. A risk exists that from amongst the members and members’ members there are few champions who come forward. Creating a climate and an organisational arrangement (the portfolio system) which encourages members or members’ members to come forward with proposals and provide real focussed leadership is of central importance. Also delivering on plans, proposals, etc would create a reputation for delivery which would encourage members and members’ members to become more motivated, setting in motion a snowball effect.

Leadership

Unfocussed leadership can quickly lead to confusion and a lack of overall direction. Effective implementation of the management arrangements mentioned above would play a critical role in keeping EUROGI on track and operating in a delivery way.

Disagreements/conflicts

Given the diversity of EUROGI membership and of the wider European geospatial community there is ample opportunity for differences of views to emerge. From a EUROGI perspective the values set out above would it is envisaged play crucial role in creating an ‘atmosphere’ within which disagreements and conflicts do not initially arise, or if they do can be addressed in a professional manner.

Lack of Delivery

Setting out intentions and making promises may be regarded as the easy part of any process, the real challenge being to deliver on what is proposed or promised. Getting a reputation for slow or lack of delivery can be particularly corrosive in terms of representation and involvement any organisation, and EUROGI is no different in this regard. The rigorous implementation of the various arrangements and commitments set out above in the management section of this Strategic Framework would be the best way to deal with this potential risk.

5 Concluding Comments

EUROGI is a membership based organisation and it is essential for the organisation to deliver value to its members, and through them to their own members, the so-called members’ members. It is important that the enormous potential of the expertise, resources (both human and technical) and knowledge which exists amongst EUROGI’s members and members’ members be realised over the coming years. This Strategic Framework is intended to provide a key basis on which to unlock this very substantial potential.