

First Call for Outline Proposals under the Implementing Arrangement with the Government of Croatia AO/1-10579/20/NL/SC

30th November 2020

Today's agenda



- 10:00-10:15 Intro by Hrvoje Meštrić, PhD, Ministry of Science and Education
- 10:15-11:30 First Call for Proposals in Croatia (S. Airey)
- 11:30-12:30 Presentation of ESA programmes:
 - Earth Observation (G. Campbell)
 - Space Technology (N. Peinado)
 - Space Safety (J. Amador)
 - Space Science - Astronomy, Astrophysics, Solar Sys Exploration (R. de Groot)
- 12:30-14:00 Lunch Break
- 14:00-16:00 Proposal Template - How to write a good proposal (S. Airey)



Disclaimer



This presentation material does not contain sufficient information to be used, in any way, in the context of the ITT (Invitation-to-Tender) AO/1-10579/20/NL/SC.

This presentation is just to help understand, in a simplified manner, some of the Rules and Procedures associated with ESA procurements and in particular of this ITT.

Please ensure that your Outline Proposal is compliant with the requirements contained in the ITT AO/1-10579/20/NL/SC documentation that will be published on EMITS.

Tenderers are requested to submit "nominal offers" i.e. without any reservations concerning the expected impacts of the COVID-19 pandemic.

The Contract eventually to be concluded with the recommended Tenderer will be based on the circumstances prevailing (i.e. related to COVID), to the best knowledge of both parties, at the time of the contract negotiations. This whilst preserving the principle of fair competition by ensuring that the basis for recommendation of the selected winner is not altered.

Summary of this presentation

1. ESA overview – activities and budget
2. Croatia Cooperation with ESA
3. Croatia Implementing Arrangement – how it works
4. ESA Tools - Basics of ESA Procurement
5. ITT Package for Open Call for Outline Proposals
 - a) Cover Letter
 - b) Draft Contract
 - c) Tendering Conditions
 - d) Proposal Template
6. The Tender Evaluation
7. The Negotiation Period
8. Debriefing
9. Schedule
10. Questions

Purpose of ESA

“To provide for and promote, for exclusively peaceful purposes, cooperation among European states in **space research** and **technology** and their **space applications**.”

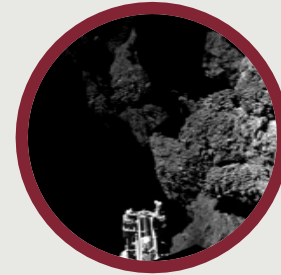
Article 2 of ESA Convention



Key reasons for the creation of ESA

- ❖ To pool human, technical and financial resources for developing **large space missions**;
- ❖ To ensure an industrial policy to develop a **competitive and sustainable** European space **industry**
- ❖ To coordinate national, international and European space programs

ESA is one of the few space agencies in the world to combine responsibility in nearly all areas of space activity.



space science



human spaceflight



exploration



earth observation



launchers



navigation



operations



technology



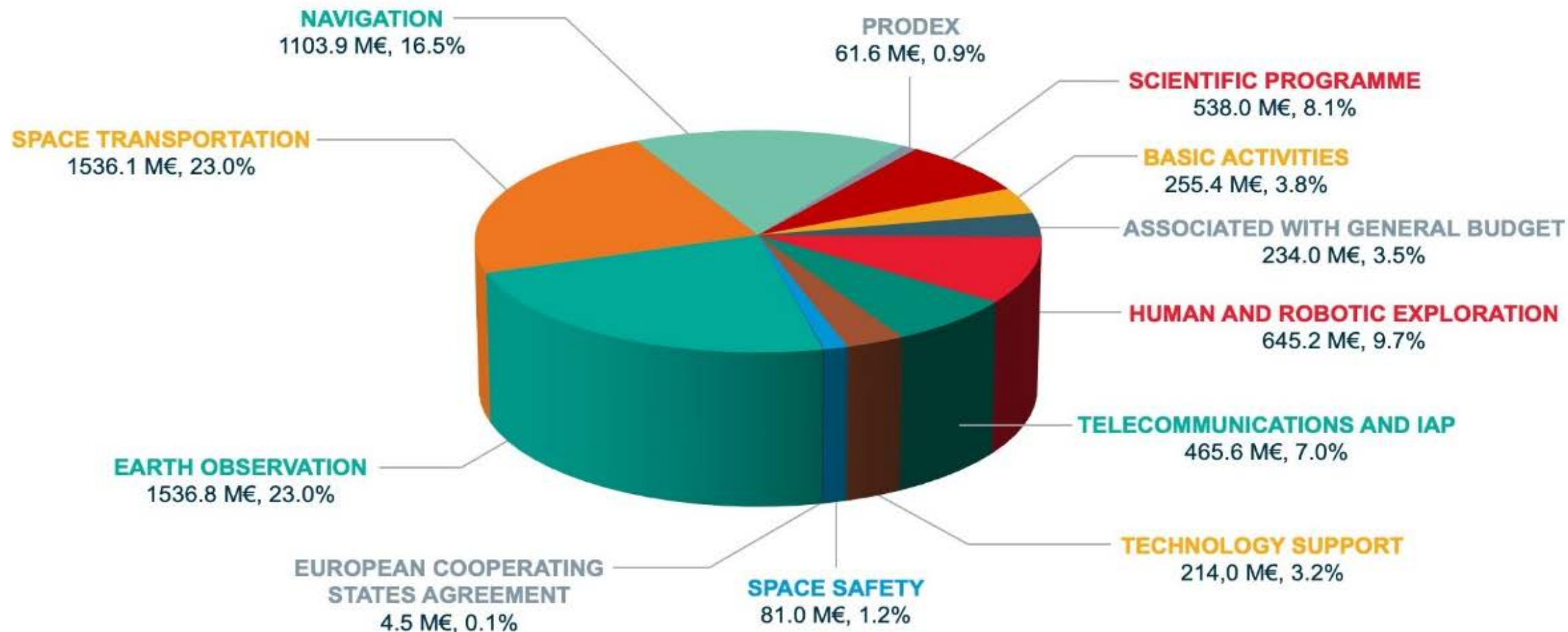
telecommunications

** Space science is a Mandatory Activity, all Member States contribute in proportion to GNP. All other programmes are Optional*

ESA BUDGET BY DOMAIN FOR 2020: 6.68 B€*



*includes activities implemented for other institutional partners



Source: https://www.esa.int/About_Us/Welcome_to_ESA/Funding

Slide 8



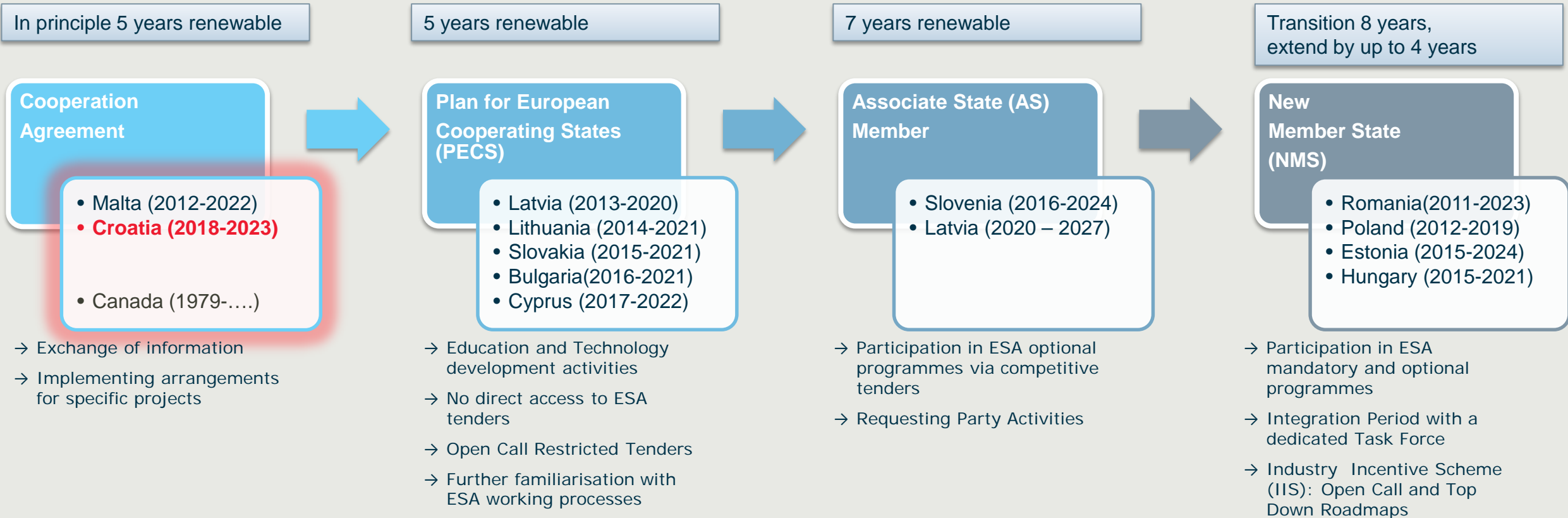
European Space Agency

- Feb 2018** Cooperation Agreement with ESA “Space Cooperation for Peaceful Purposes”
- Legal framework for cooperation in the field of research and peaceful use of outer space and the conditions for implementing projects of mutual interest.
 - Exchange scientific and technical information of mutual interest concerning space science, technology and applications.
 - In order to pursue cooperation in programmes of common interest, ESA and Croatia negotiate and agree upon specific implementing arrangements.
 - Croatia attends ESA Boards as observer
- It remains in force until February 2023.

Apr 2019 Croatia has informed ESA of its wish to start a more intensive collaboration and requested an implementing arrangement for the provision of technical assistance and expertise.

Mar 2020 Implementing Arrangement approved by ESA Council. It remains in force until September 2023.

ESA path to Membership



ESA (full) Member States:

Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, The Netherlands, Norway, Poland, Portugal, Romania, Spain, Sweden, Switzerland and the United Kingdom

ESA provides technical assistance and expertise by implementing Calls for Proposals in the following fields:

- ☐ Earth observation
- ☐ Space technology
- ☐ Space Safety
- ☐ Astronomy and astrophysics, solar system exploration
- ☐ *Education and Awareness activities (as needed)*

The role of Croatia (Ministry of Science and Education):

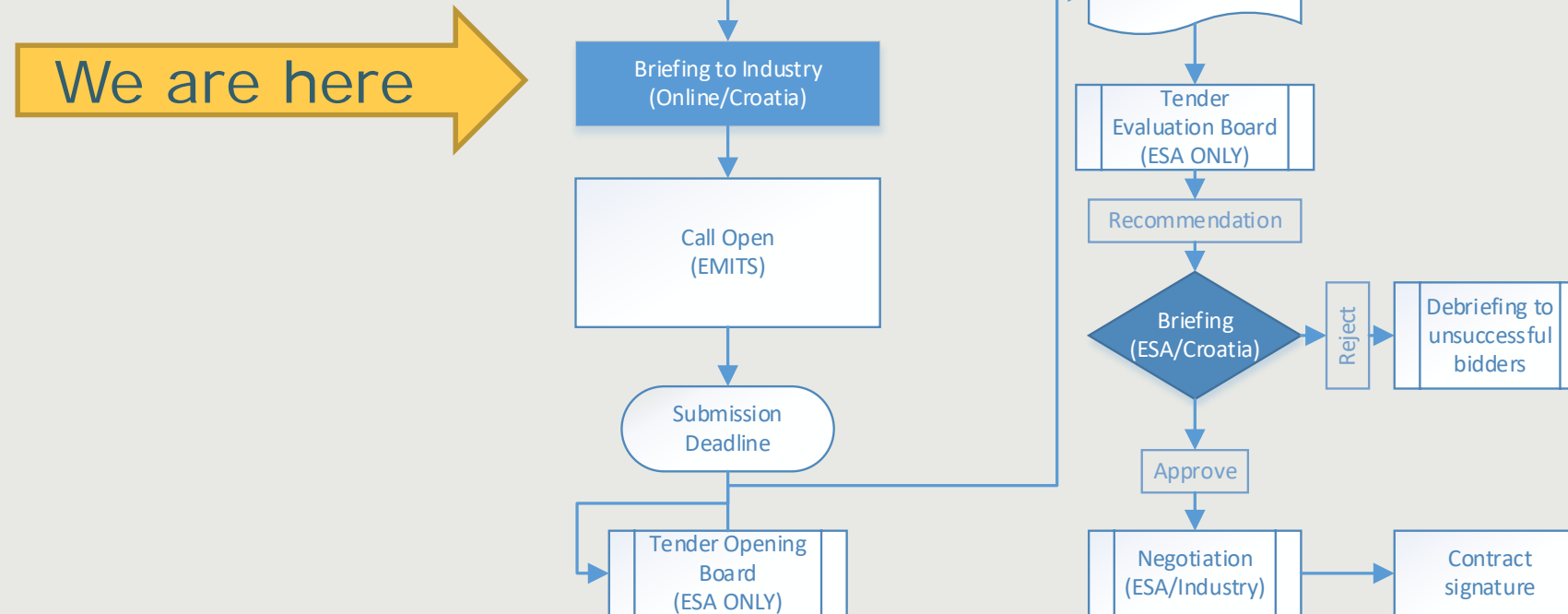
- ⇒ Approval of the programmatic constraints and financial envelop of each Call for Proposal and of the Programme in general
- ⇒ Approval of the schedule for the calls
- ⇒ Approval of the resulting activities

The role of ESA:

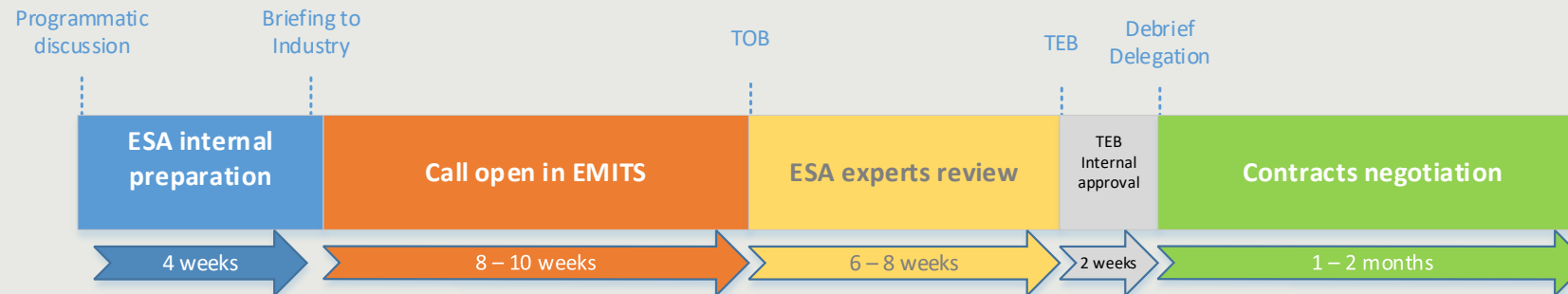
- ⇒ Carrying out the Calls for Proposals according to ESA Procurement Regulations
- ⇒ Advise on programmatic content of the Calls
- ⇒ Recommend proposals for implementation based on ESA technical evaluation (TEB process)
- ⇒ Technical and contractual management of the approved activities
- ⇒ Report quarterly on performance and financial status

Implementation Procedure

Call for Proposals workflow



Call for Proposals typical timeline



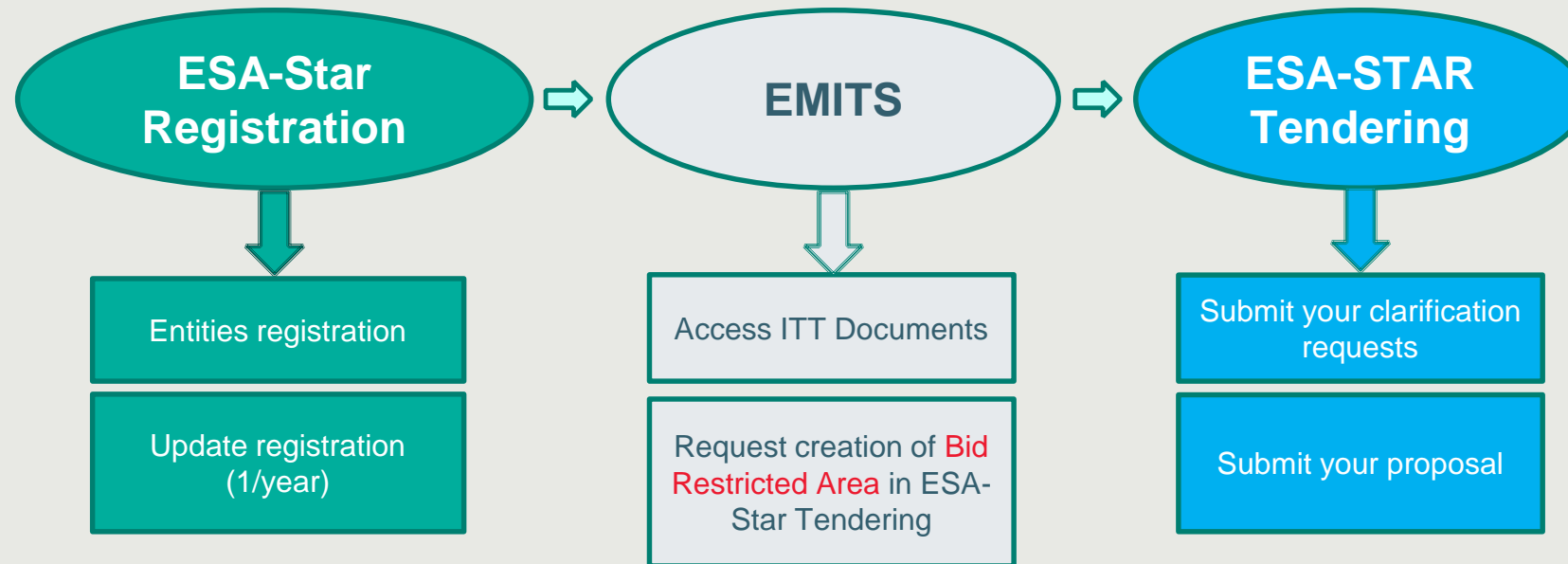
- 16 – 20 weeks from Briefing to Delegate debrief.
- 1-2 months to contract signature

Planned calls until 2023	<u>TENTATIVE</u> dates for calls in EMITS
Call 1	Dec 2020 – Jan 2021
Call 2	Sep – Oct 2021
Call 3	Jul – Aug 2022
Call 4	May – Jun 2023

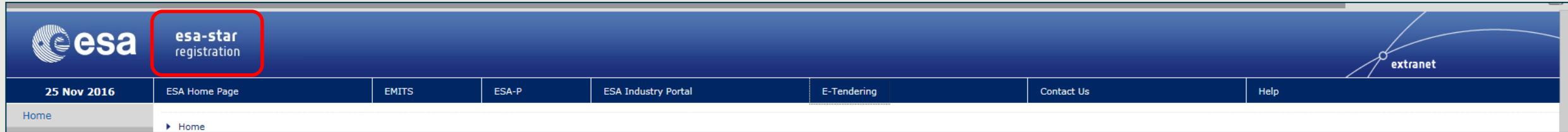
(Indicative)
Sum total available budget for contracts over all calls:
6 to 6.5M Euros

Main tools supporting the procurement process:

- **ESA-STAR:** ESA's online System for Registration and Tendering
- **EMITS:** ESA's online system for publishing **Invitation-to-Tenders (ITT)**



ESA-STAR Registration (<https://esastar-emr.sso.esa.int/>)



Registration on **ESA-STAR** is a pre-requisite for all entities wishing to do business with ESA.

Without an **ESA-STAR** registration (ESA Entity Code) there is **NO** access to the ITT documents in **EMITS**.

User ID and password will be given to you after the **ESA-STAR** registration is validated by ESA.

Once you are registered in **ESA-STAR**, you can access **EMITS** (<https://emits.esa.int/>)



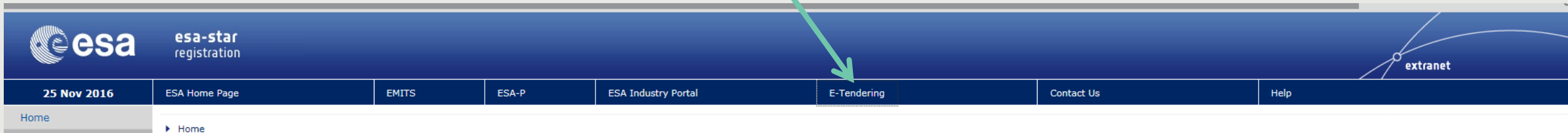
The screenshot displays the ESA EMITS website interface. The top navigation bar includes the ESA logo, 'emits' text, and links for ENTITIES, LOGIN, ESA Home Page, Industry Information, Entity Registration, Service Desk, and Help. The left sidebar menu lists various resources: News, COVID-19 measures and instructions, Procurement Review Board Announcements, Open Invitations to Tender (with sub-links for Ordered by Open Date, Ordered by Closing Date, By Keyword, and Global List), Intended Invitations to Tender, Reference Documentation, ECOS Resources, and How to do Business with ESA. The main content area is titled 'ESA Open Invitations To Tender / Global List [FR]' and shows a list of tenders. The first two items are:

No.	AO	Description
1	AO10532	IAP.KS.PT.000 PROPTECH - KICKSTART (From 14/09/2020 to 26/03/2021 13:00:00, Act.Ref.: 20.1AP.21)
2	AO10405	GENERATION OF METHODS FOR EXPLOITING THE COPERNICUS SENTINEL FLEET (SENTINELS -1, -2, -3 AND -5P) TO ESTIMATE GPP AND IMPACTS OF FIRE DISTURBANCE (SENTINELS4CARBON) - EXPRO+ (From 02/10/2020 to 18/12/2020 13:00:00, Act.Ref.: 20.155.11)

ESA's web-based system for publishing Invitation-to-Tenders (ITT). It includes:

- A list of intended ITTs for Open Competitions: potential Tenderers may declare their interest and see which companies did the same.
- Many technical, administrative and contractual standards and documents (e.g. PSS-A forms, ESA GCC, engineering standards etc).
- Open Competitive ITTs, Direct Negotiation and Restricted Competition
- Competitive ITTs published by other entities under ESA Best Practices scheme
- NEWS – Consultations to industry, Announcements, etc.
- Companies can see the tender documents in case :
 - Participating country in open competition,
 - Direct negotiation with the company,
 - For restricted tenders, if they are a company addressed by ESA.

ESA-STAR Tendering (<https://esastar.sso.esa.int/>)



In **EMITS** you look for the ITT for which you want to bid and request the system to create a dedicated work area in **ESA-STAR Tendering**, i.e. the Bidder's Restricted Area.

Here you can:

1. submit clarification and extension requests up to the deadlines set by ESA.
2. upload and submit offers to ESA.
3. recall your proposal at any time before the closing date.

Video:

http://www.esa.int/spaceinvideos/Videos/2016/03/Bidder_Restricted_Area_creation_and_structure



You won't need to access ESA-P until you have a contract with ESA

1. All financial aspects (i.e. advance payments and invoicing/payments) are dealt with using ESA-P, ESA's financial tool based on SAP
2. You can request a username and password to our helpdesk:

IDHelp@esa.int or +39 06 941 80700, option 2

3. Tutorials on how to use ESA-P are available on the supplier's portal:

http://esa-p-help.sso.esa.int/QUICK_GUIDE_How_to_SUBMIT_a_MAC_or_INV_or_ADV.pdf

ITT Reference: AO/1-10579/20/NL/SC

ITT/AO Cover Letter

Annex A: Workplans of ESA
Annex B: Technology Readiness Levels (TRL)

Appendix 1:
Draft contract

Appendix 2:
Tendering Conditions for Express Procurement
Procedure

Appendix 3:
Proposal Template

ITT published on **14th December 2020**

Submission Deadline on **18th February 2021**

Maximum budget: **850k Euros**

First contracts: **May 2021**

The Cover Letter contains a number of **essential features** regarding the ITT e.g.

- The name of the responsible **Contracts Officer** (S. Courtois)
- **Submission deadlines** for evaluation
- All **programmatic** and **price constraints**
- Description of the **process of evaluation** and selection
- **Evaluation criteria**
- **Instructions and restrictions** for proposals submission

Read the Cover Letter carefully and be sure to comply

The Cover Letter indicates the formal conditions of submission, i.e. the **exact duration of the tendering period and the exact date (18th of February 2021) and time (13:00 hours CET)** by which proposals must be submitted.

The ITT/AO is expected to be published on the
14th of December 2020

See section 1 of the Cover Letter

1. The present ITT is addressed only to Croatian legal entities (including SME) or **academic and research organizations**. Potential Tenderers are therefore requested to note that the Agency can only consider Proposals from companies or organizations residing in Croatia. However, consortia including companies & organizations within other ESA Member States may be accepted if duly justified under the following conditions: **Tasks may be assigned to non-Croatian entities** residing in other ESA Member States. Such tasks shall in any case not constitute the core tasks of the proposed study or development and **shall not exceed 20% of the total price**.

Tips – when to include a sub-contractor:

⇒ If your company/institute has no expertise in space activities an European partner may be part of the team (as sub-contractor) but you have to ensure that you are doing the core activities.

Example: a potential customer, defining requirements and/or specifications or performing tests and/or qualification.

⇒ if test or qualification facilities are necessary and these are not available in the country or the know-how to do it, you may have an European partner within the ESA Member States (as sub-contractor or **external service** provider).

⇒ Be sure to **explain** clearly what the sub-contractor is doing and **why they are needed**

See section 2 of the Cover Letter

The total maximum budget for this ITT is:

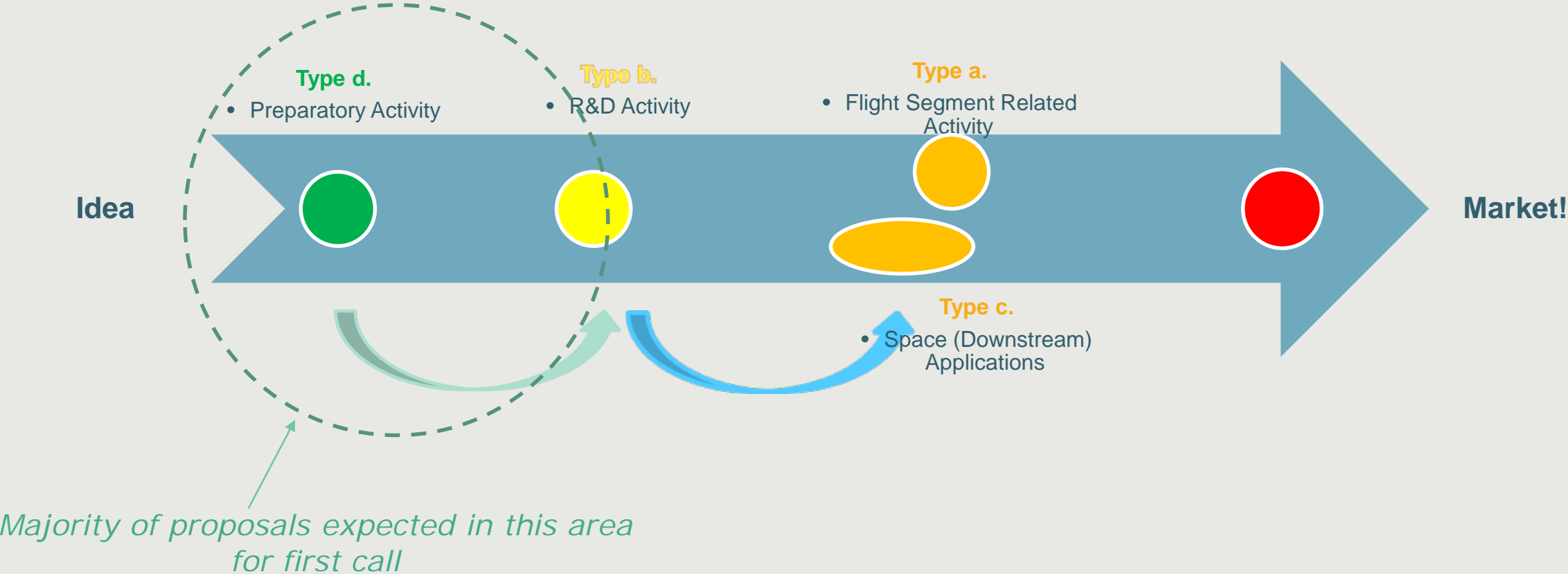
850.000 Euros (Eight hundred and fifty thousand Euros).

See section 3 of the Cover Letter

The subject of this ITT is exclusively for the following activity types:

- Type a.** Flight segment related activities
- Type b.** Research and Development Activities
- Type c.** Space (downstream) Applications
- Type d.** Preparatory activities
- Type e.** Awareness activities

Development flow concept: Plan for the multiple calls



Type d. Preparatory activities. Feasibility studies, proof of concepts, user requirements definitions, or market surveys and business case assessments to prepare for higher TRL developments in future calls.

Constraints

TRL

- (Typical 1-3)

Price

- Not higher than
Euro 75,000

Prime Contractorship

- may be led by any legal entity depending on the specific context
- the participation of an industrial partner with a clear business interest in the result is strongly encouraged.

Type b. Research and Development Activities leading to future deeper involvement in the space community. Activities shall either lead to products with the potential for re-use, to capability demonstrations leading to the potential supply of a service or technology or to scientific studies exploiting data from ESA missions.

Constraints

TRL

- Min start TRL: 3

Price

- Not higher than Euro 200,000

Prime Contractorship

- should preferably be led by industry
- the consortia making a proposal must include industrial partners who have the capability to develop the application, product or service to the point where it can be brought to the market and become part of an ongoing, sustainable business.
- In case of Space Science, the activity shall be led by Academia.

Type a. **Flight segment related activities** and/or close to market space related ground products (e.g. Ground stations, operations, specialist EGSE or MGSE) in the form of equipment or generic technologies (i.e. products) with potential for re-use.

Constraints

TRL	Price	Prime Contractorship
<ul style="list-style-type: none">• Min start TRL: 5• Min target TRL: 6	<ul style="list-style-type: none">• Not higher than Euro 400,000	<ul style="list-style-type: none">• must be led by industry (prime contractor)

Type c. **Space (downstream) Applications.** Products and services making use of ESA/ European space infrastructure that is already existing or scheduled for operation in the near term.

Constraints

TRL

- Min start TRL: 3
- Min target TRL: 6

Price

- Not higher than Euro 150,000

Prime Contractorship

- should preferably be led by industry
- the consortia making a proposal must include industrial partners who have the capability to develop the application, product or service to the point where it can be brought to the market and become part of an ongoing, sustainable business.

Type e. **Awareness activities** aimed at promoting the benefits and uses of space and the opportunities available due to the cooperation with ESA. The target audience maybe industry, academia and/or government (including Agencies and NGOs).

Constraints

TRL	Price	Prime Contractorship
<ul style="list-style-type: none">N/A	<ul style="list-style-type: none">Not higher than Euro 35,000	<ul style="list-style-type: none">may be led by any legal entity.

ANNEX B of the Cover letter

➤ Technology Readiness Levels (TRL)

- Outline Proposal requires that you identify the start and target TRL of the proposed activity.
- Contains information to help you identify the start and target TRL.
- TRL is given for Software, Applications and Services as well as Commonly Used Engineering Terms.

ANNEX B

ESA has adopted the Technology Readiness Level (TRL) scale as a way to measure the maturity of a technology. It has now become a well-established standard. Indicate the TRL of the technology to be developed under the Contract using the classification given below (for additional information on definitions, please refer to footnote 4).

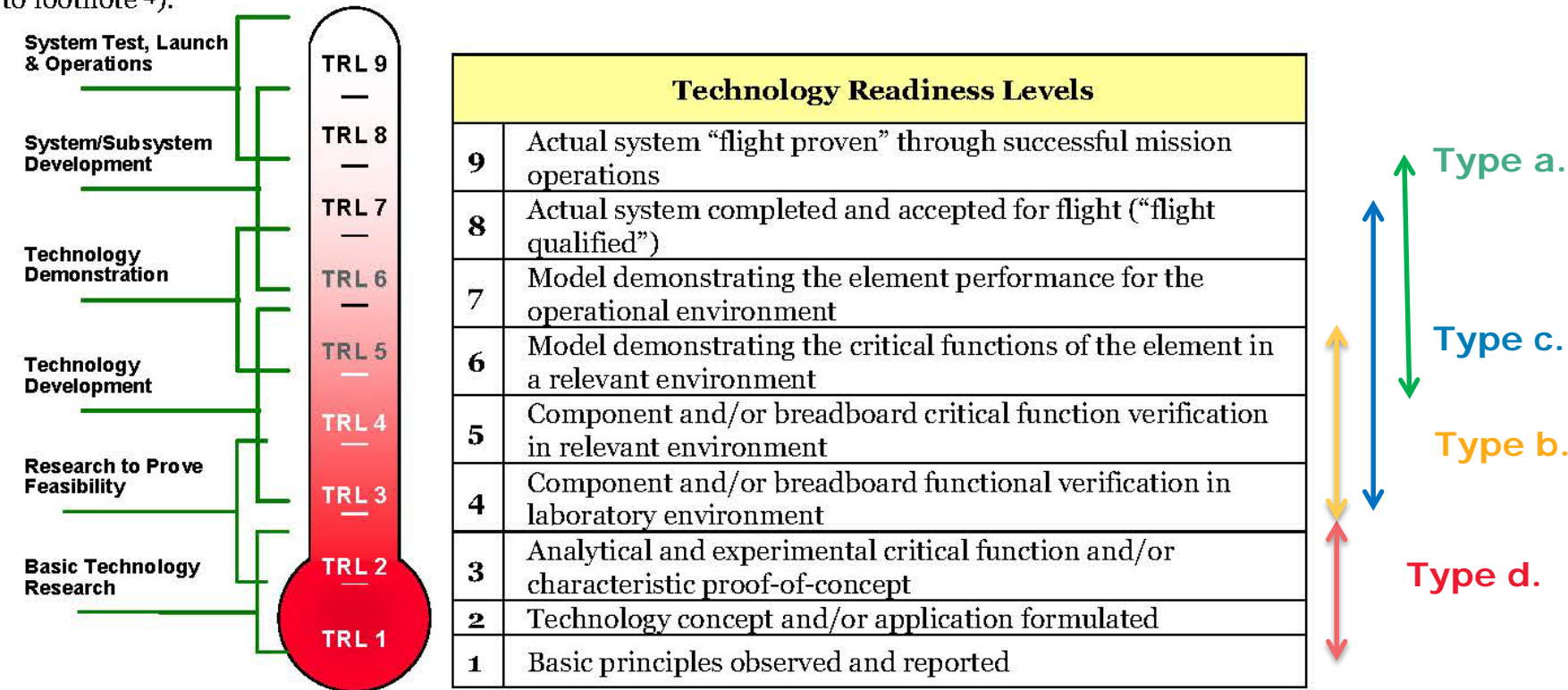


Figure 1 – Technology Readiness Levels adopted in ESA

Regarding the maturity status of software the same number of TRL are indicatively used. A short description using software engineering terms is shown in Figure 2.

Programmatic objectives
See section 6 of the Cover Letter

6. The proposed activity shall have potential for further use or development in ESA activities and/or shall demonstrably help to build a sustainable space business.

a) The proposed activity shall address **AT LEAST ONE** of the following:

- foster the **development of space-related capabilities**, especially in industry, in preparation for a potential future accession of Croatia to the ESA Convention;
- address specific **niche markets** (no competitive products available elsewhere in Europe or when a second source would be an asset);
- foster the creation of strong and long-term **relations between national firms and well-established space firms** in ESA Members States;
- foster the creation of strong and long-term **relations between national firms and national universities** and research institutions

Programmatic objectives
See section 6 of the Cover Letter

6. The proposed activity shall have potential for further use or development in ESA activities and/or shall demonstrably help to build a sustainable space business.

- b) **IN ADDITION**, the technical subject shall take into account the special interest in::
- activities leading to cross-sectorial **products/services** relevant to different types of satellite missions that are used in several types of satellite platforms
 - activities having the potential to increase competitiveness and bring **long-term benefits** to Croatian industry and to Croatia in its participation in space activities;
 - activities having the potential to **stimulate economic growth** or other societal benefits within Croatia in the medium-term (i.e. within five years) and **on a long term basis**.

Topics
See section 7 of the Cover Letter

7. The proposed activity shall address one of the following topics:

- A. Earth Observation:**
Including development of downstream applications depending on the use of space data (e.g. from Copernicus programme).
- B. Space Technology:**
Including the development of generic products (equipment or flight software) for use on satellites, space craft or in ground stations.
- C. Space Safety:**
Including Space Weather, Space debris and NEO detection and monitoring.
- D. Space Science:**
Including Solar System Exploration, Astronomy and Astrophysics.
- E. Awareness:**
Aimed at promoting the benefits and uses of space and the opportunities available due to the cooperation with ESA. The target audience maybe industry, academia and/or government (including Agencies and NGOs).

Topics
See section 7 of the Cover Letter

Indicative mapping of the ACTIVITY TYPES to TOPICS:

Activity types		Topics				
		A	B	C	D	E
		Earth Observation	Space Technology	Space Safety	Space Science	Awareness
a.	Flight segment related activities		at higher TRL			
b.	Research & Development Activities		at mid TRL			
c.	Space (downstream) Applications	at higher TRL				
d.	Preparatory activities	at low TRL	at low TRL	at low TRL	at low TRL	
e.	Awareness activities					

Annex A
See section 8 of the Cover Letter

8. Tenderers shall **avoid duplication of ongoing and intended activities in ESA activities**. Such duplication may lead to rejection of the proposal. Duplication of activities carried out in EU (or Public) programmes may also lead to rejection. The documents in Annex A hereto provide visibility of the workplans of ESA. However, complementarity to these activities is allowed.

Programmatic Alignment:

Search the workplans (documents) and the websites supplied
- **ANNEX A of the COVER LETTER** -
to be sure that your idea/proposal is not already covered. If it is, your proposal will be rejected.

Annex A
See section 8 of the Cover Letter

A potential Tenderer must check if their planned activity is already in ESA plans and Intended Invitations to Tender (ITT).

Links to workplans for all relevant ESA programmes:

- ☐ Discovery, Preparation, Technology Development (DPTD)
 - Discovery and Preparation Programme
 - Technology Development Element (TDE)
- ☐ Science Core Technology Programme (CTP)
- ☐ European Exploration Envelope Programme (E3P)
- ☐ General Support Technology Programme (GSTP)
- ☐ Earth Observation (EO)
- ☐ Global Navigation Satellite System (GNSS) / Positioning Navigation and Timing (PNT)
- ☐ Advanced Research in Telecommunication Systems (ARTES)
- ☐ Space Safety (S2P)

Intended Invitations-to-Tender (EMITS) covering all ESA Programmes

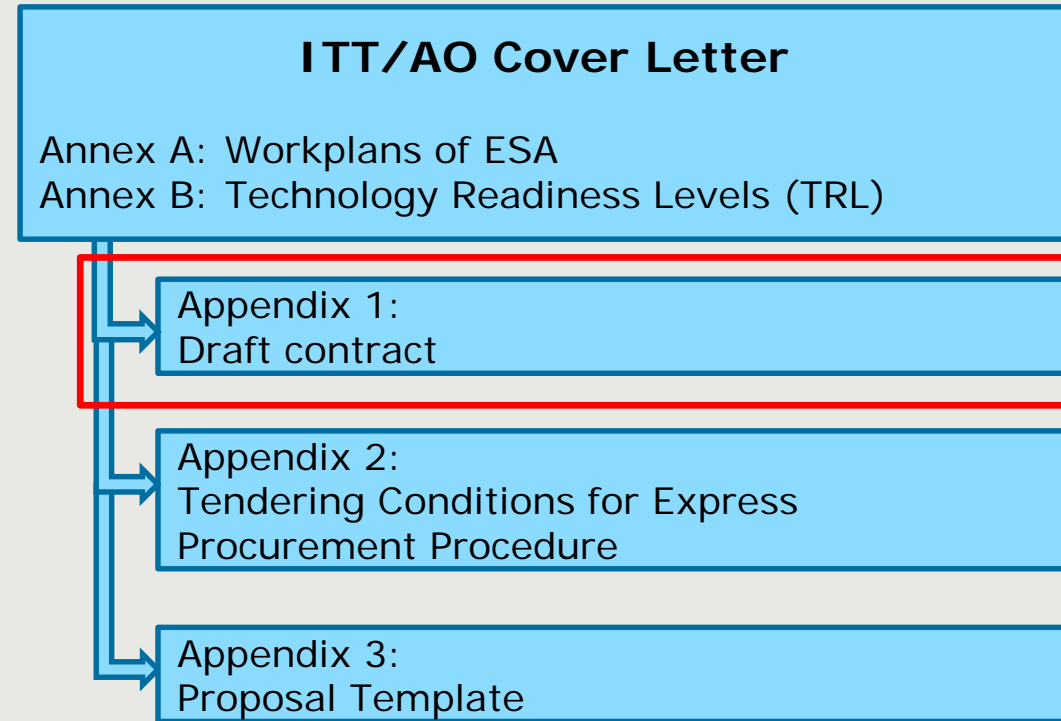
Currently **Open** Invitations to Tender (EMITS) covering all ESA Programmes

Compliance and number of proposals
See section 10 and 11 of the Cover Letter

Number of proposals for submission per Tenderer

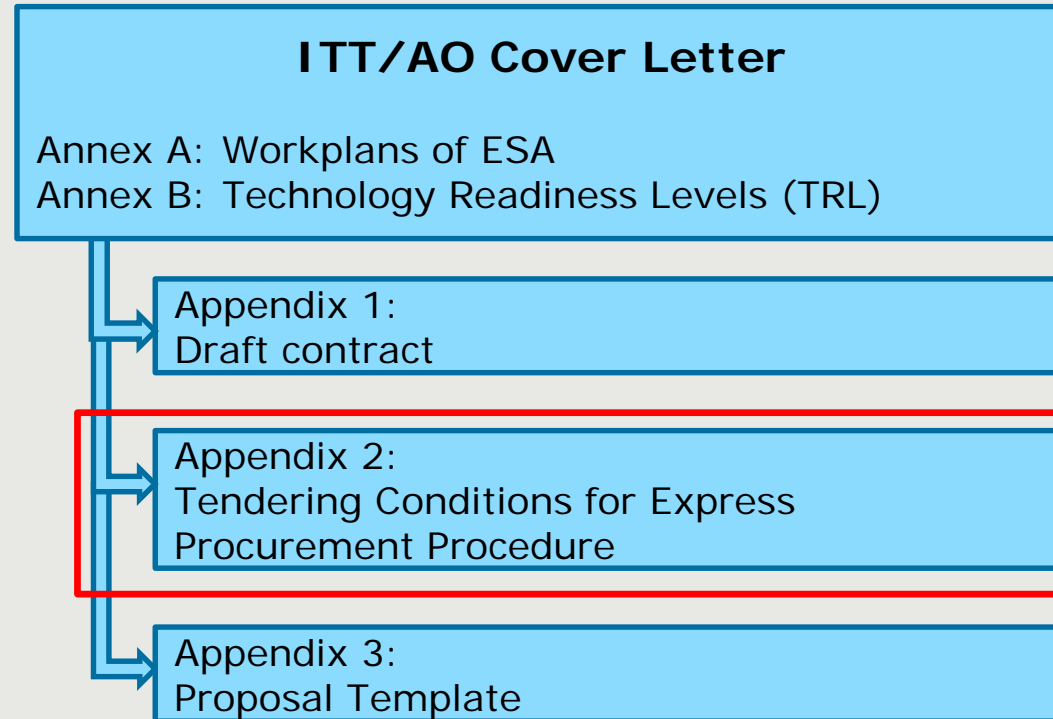
The number of proposals per Tenderer (as prime contractor) is restricted to a maximum of **2 (two) independent and unrelated** proposals.

- You are required to clearly state that you **accept all terms and conditions of the Draft Contract** (see point 10 of the Cover Letter of the Proposal Template);
- Your tender is **valid during a period of fourteen (14) months** from the date of tender submission.
- **The total number of pages for the proposal shall not exceed 25.** These 25 pages exclude the Cover Letter, the PSS forms and Annexes (if any).



Full compliance to terms and conditions are expected

- The draft Contract, is based on the EXPRO (+) Contract and the “relevant” parts of the ESA General Clauses & Conditions (ESA GC&C) are embedded in the Contract with some adaptations.
- The Clauses with an "Option" will be finalised at the negotiation stage
- the Draft Contract is tailored for straightforward contracts, should the activity be more complex (e.g. flight hardware activities) the Contract will be adapted accordingly.
- The Annexes form an integral part of the Contract.
- New addition to ESA contract template: Personal Data Processing Annex.

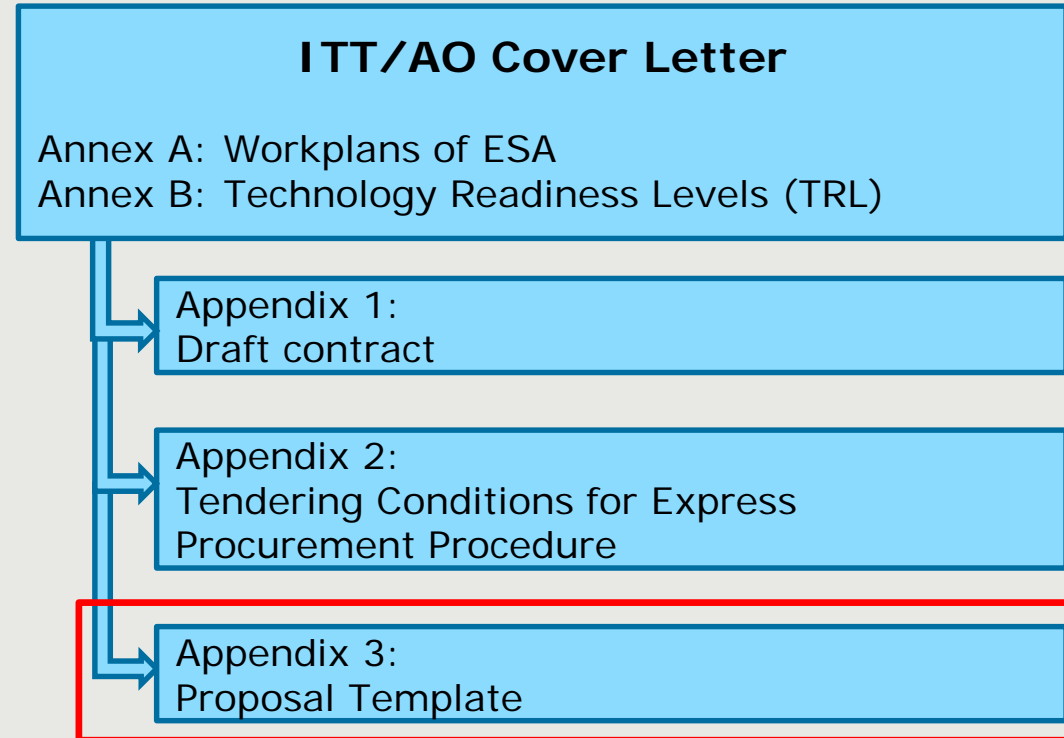


- The **EXPRO (+) Tendering Conditions** (“EXPRO/TC”) apply instead of the ESA General Conditions of Tender.

- What type of Information will you find ?
 - Formal conditions for tendering (eligibility, negotiation, retention etc.)
 - Compliance and Key Acceptance Factors
 - Communication with ESA
 - Proposal submission conditions
 - General considerations regarding ESA-STAR

- The **Proposal Template** support the compliance with the Special Conditions of Tender.


Annex II to the Tendering Conditions contain important practical information for submitting proposals to ESA-STAR.



Structure of the Proposal Template:

- ❑ **Cover Letter** – **MUST** be signed
- ❑ **Part 1** – Technical and Application Part
- ❑ **Part 2** – Management Part
- ❑ **Part 3** – Financial Part
 - ✓ The PSS forms **MUST** be submitted by both the Tenderer (contractor) and his sub-contractors (one set each).
 - ✓ Please note that all PSS forms **MUST** be signed.
- ❑ **Part 4** – Contract Conditions Part

IMPORTANT INFORMATION

- ❑ All **red font paragraphs** of the template are for your information Only.
The red font must be deleted. 
- ❑ **NO CHANGE** in the structure, title headings, margins, font are allowed.
- ❑ When submitting to ESA-STAR, two document shall be submitted:
 - The signed Cover Letter
 - One single file collating the signed Cover Letter, the proposal, the signed PSS forms and Annexes, if any.
- ❑ The total number of pages for the proposal shall not exceed **25 pages**. These 25 pages exclude the Cover Letter, the PSS forms and Annexes(if any).

- After the announced submission deadlines, there is a formal opening (Tender Opening Board) of the outline proposals that have been submitted. The compliant proposals will be accepted for evaluation by the **Tender Evaluation Board (TEB)**. Non-compliant proposals will be rejected and not evaluated.
- TEB is composed of ESA staff supported also by ESA experts in the specific area of the proposal.
- Statement of Non-Disclosure and Non-Interest Form signed by all TEB members.
- The TEB members independently assess proposals, then the board convenes to discuss comments and mark the proposals. A TEB report is written containing all details of the collective evaluation.
- A summary of the TEB report with the technical evaluation, ranking of proposals and recommendations is submitted to Croatia Ministry of Science and Education. **No detailed financial information (e.g. hourly rates) will be disclosed.** The ministry will make the final selection.

The Tender Evaluation - Criteria

No.	Evaluation Criteria	Weighting Factors %
1	<ul style="list-style-type: none"> Clarity of the technical objectives and definition of the requirements for the proposed work. Quality of engineering approach and discussion of problem areas. Quality and suitability of proposed programme of work. Background and experience of the entity/entities related to the particular field concerned, including adequacy of proposed facilities. Adequacy of the key personnel for the execution of the work. 	40 %
2	<ul style="list-style-type: none"> Prospects for use in ESA programmes including long term benefit for Croatia. Consistency with programmatic objectives as described in the Cover Letter. Adequacy of the current and targeted maturity status of the development. 	20 %
3	<ul style="list-style-type: none"> Adequacy of management approach. Credibility of the cost estimation and the proposed schedule. 	30 %
4	<ul style="list-style-type: none"> Compliance with the administrative tender conditions of the call for outline proposals and acceptance of the draft contract. 	10 %

Taking into account the Weighting Factors, the importance of the Criteria in descending order is:

- Criterion 1 – Technical
- Criterion 3 – Management and cost
- Criterion 2 – Programmatic
- Criterion 4 – Legal and administrative

ESA Marking:

100 Perfect

90 Excellent

75 Very good

60 Good

50 Fair

40 Barely acceptable

<40 Below acceptability

Please note that only proposals with an **overall mark above 50** will be submitted to the Ministry for possible selection for implementation

ESA and Croatia perform the programmatic evaluation of the proposals,
with an overall mark higher than 50

- ☐ Takes full account of the TEB report containing the technical evaluation, marks, ranking and recommendations;
- ☐ Considers the available budget, the programmatic priorities and national interests;
- ☐ Selects the activities for implementation;
- ☐ This meeting is planned in May 2021.

See section 13.e) of the Cover Letter

e) For selected proposals, the Agency will either:

- i) **start the negotiation process to place a contract with the Tenderer on the basis of the submitted Outline Proposal and the comments from the TEB; or**
- ii) issue a request for a full proposal, especially hardware related activities, to those Tenderers that submitted the selected outline proposals; or
- iii) decide to issue a competitive invitation to tender restricted to the Tenderers positively evaluated if two or more proposals on the same subject were positively evaluated.

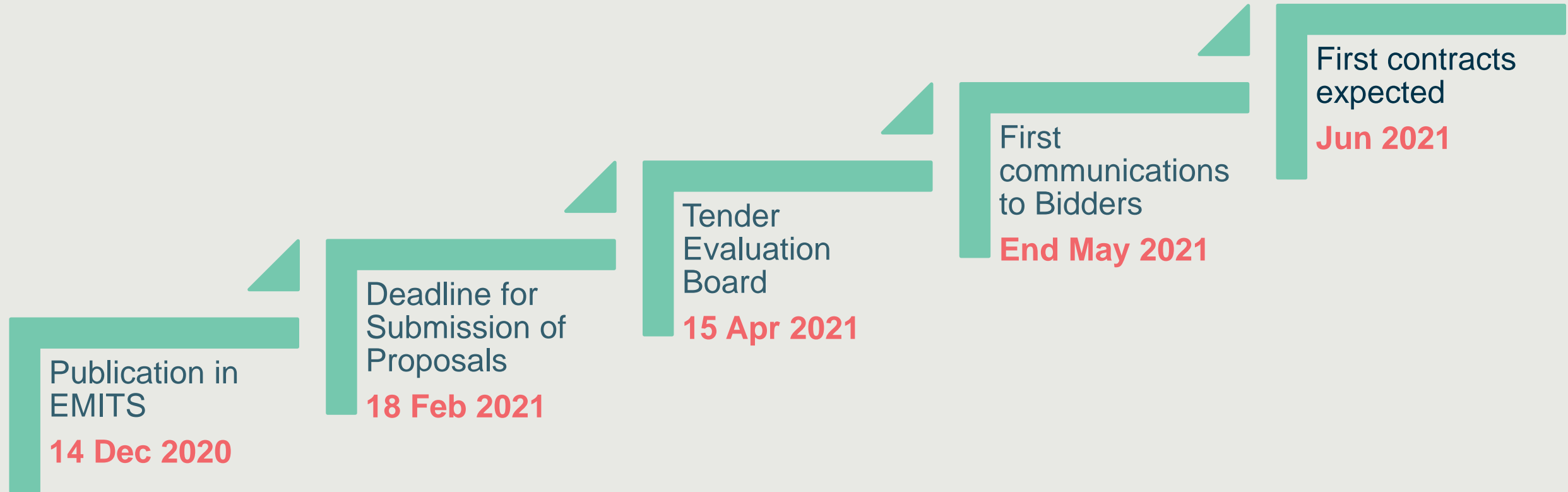
See section 13.f) of the Cover Letter

- f) The contact person of the Prime Contractor mentioned in the proposal (see point 7 in the Cover Letter of the Proposal Template) will be informed in writing of the result of the ITT after a decision has been taken. If the proposal has been unsuccessful, the Tenderer may request the nominated the Agency's Contracts Officer to advise him of the reasons why the proposal has not been retained in a verbal debriefing. Any information will be limited to the Tenderer's own proposal.

Important: ask for a debriefing!

It is the best way of learning why your proposal was not recommended and what you need to improve!

Suggestion: even if your proposal was recommended, ask for a debriefing during the negotiation.



One on One Meetings

For one on one meetings to discuss potential topics and clarifications prior to release of the ITT, email

Dina.Paula.Carapinha@esa.int

indicating the topic you would like to address so that we can invite the right interlocutor to your meeting.

Each requesting entity will be allocated a single 30 minute slot for such meetings.

Available slots

3rd Dec 09:00 -12:00

8th Dec 09:00 -12:00

8th Dec 14:00 – 17:00

Slots will be allocated on a first come first served basis.

In the one-on-one sessions please do not ask general questions – they are very limited in time.

Questions?

For clarifications to this presentation, questions on topics and ideas, please email, [before 14th December](mailto:Stephen.Airey@esa.int):

Stephen.Airey@esa.int

After the ITT Opening all questions through ESA-STAR or to:

Sandy.Courtois@esa.int

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