



**Subject: European Earth Watch Programme – InCubed Element
Announcement of Partnership Opportunity (APO), Invitation Letter**

Ref: AO 1-9090/17/NL/MP
Budget: EOEP-5

Dear Madam or Sir,

The European Space Agency (ESA) hereby invites you to submit, at any given time, an Outline Proposal (see detailed procedure in section 5 below) in response to the present Announcement of Partnership Opportunity (“APO”) for the InCubed Element of the European Earth Watch Programme (“InCubed”).

This APO was published on EMITS (<http://emits.sso.esa.int/>) under AO/1-9090/17/NL/MP on **06 September 2017** and is issued in English only.

While the terminology of “Announcement of Partnership Opportunity” is used in line with the legal framework of the Programme, the process followed for its implementation is the one of “Call for Proposal” as defined in Article 2 of the Procurement Regulations.

Please note that as the APO is permanently open, until exhaustion of available budgets and currently up to end 2021, whichever comes first, outline Proposals can be submitted at any time.

This APO consists of the following documents:

- The present Invitation Letter,
- Appendix 1: Special Conditions of Tender (SCT) and the related zip files,
- Appendix 2: Draft contract.

This Invitation Letter, the Special Conditions of Tender and the Draft Contract make reference to the following documents that are available on <http://emits.sso.esa.int/> under "Reference Documentation" ---> "Administrative Documents":

- Procurement Regulations (ESA/REG/001 rev.4);
- General Conditions of Tender for ESA Contracts (Annex IV to ESA/REG/001 rev.4) hereunder referred to as “the GCT”;
- General Clauses and Conditions for ESA Contracts (ESA/REG/002 rev.2) hereunder referred to as “the GCC”.

The above listed GCC have been amended in order to support InCubed resulting in a dedicated documentation package published on EMITS for the Tenderer’s attention (EMITS: <http://emits.sso.esa.int/>) under AO/1-9090/17/NL/MP).

1. INTRODUCTION

ESA is hereby launching the present APO in order to receive proposals in line with the programmatic objectives of the InCubed Element of the European Earth Watch Programme (hereinafter referred to as “InCubed”¹).

Institutional and private European Space actors have so far created a flourishing Earth Observation (EO) sector in Earth Science, meteorology, environmental and security monitoring. The global market for EO applications continues to grow robustly. At the same time, the EO market is currently undergoing a rapid transition, with new implementation approaches (e.g. constellation of micro-satellites, vertical integration of space borne with non-space borne data), new industrial players (e.g. IT companies), and new funding models (e.g. PPP, venture capital). It is crucial for Europe to adapt to this rapidly evolving market and seize the opportunities it provides.

2. INCUBED PROGRAMMATIC OBJECTIVES AND FEATURES

InCubed aims at accompanying the European Economic Operators in this disruptive market evolution by:

- a. improving competitiveness of Economic Operators of the Participating States, i.e. SMEs² (Small Medium Enterprises), large enterprises³, Industrial companies and/or groups, Satellite Operators, Satellite Service Providers, Universities and Research Institutions (hereinafter individually and collectively referred to as “Economic Operator(s)”);
- b. supporting the presence of the Economic Operators in the global markets for manufacturing EO missions and components, mission operations including ground segment technology, and the EO data access market;
- c. encouraging the realization of high-risk/high-potential developments by Economic Operators by mitigating the technical and financial risks; and
- d. facilitating new and innovative technologies by Economic Operators including entities with limited experience in the space sector.

InCubed currently spans the period 2017-2021 and is managed by the ESA Earth Observation Programmes Directorate (D/EOP).

InCubed is offering a new process in ESA Earth Observation programmes to strengthen and stimulate the realization of endeavours near-to-the-market with Economic Operators in Earth Observation. Economic Operators will usually engage in a co-funding scheme with ESA with the perspective of

¹ InCubed stands for “Investing in Industrial Innovation”

² The applicable definition of an SME can be found at:
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003H0361&from=EN>

³ Large enterprises defined as all entities not being of a form of an SME as defined above. For additional conditions on the participation of Economic Operators see section 7.

increasing commercial opportunities through innovation and, consequently, benefit from higher competitiveness.

InCubed will allow Economic Operators to capitalize on ESA expertise to:

- Pursue their own technology priorities, benefiting from ESA's expertise and networks;
- React quickly to the rapidly changing commercial context;
- Mitigate financial and technical risks related to the development;
- Optimally align new developments with market needs;
- Convince commercial partners and investors, e.g. through demonstrating their affiliation to ESA.

Compared to the other ESA Earth Observation Optional programmes, the most significant features of InCubed are:

- Within the boundary constraints of the programme, the actual project is defined by and to the benefit of the Economic Operators themselves, and is to be supported by the relevant Delegation(s).
- Most of the activities will require a significant co-funding by the Economic Operators (see section 7).
- The size or footprint of the proposed activities are of an order of magnitude larger than similar activities (e.g. development of applications) that would have qualified in programmes such as the Earth Observation Envelope Programme.

3. SPECIFIC CONDITIONS FOR ELIGIBILITY

The Agency will admit for evaluation only proposals from an Economic Operator or a group of Economic Operators, primes and/ or subcontractor(s), established in any of those ESA Member States that have subscribed (or will have subscribed by the time of contract award) to InCubed, namely (to date): Austria, Czech Republic, Denmark, Finland, Ireland, Italy, Luxembourg, the Netherlands, Norway, Romania, Spain, Sweden and the United Kingdom.

For additional conditions regarding participation of Economic Operators see section 7.

There is no obligation for Economic Operator(s) to form a consortium, although such teaming may help meeting more easily some of the evaluation criteria (see section 6).

4. SCOPE OF ACTIVITIES

Within the boundary constraints of the programme, activities to be supported include the development and/or demonstration of space assets (missions, instruments, prototype element of EO constellation), innovative mission management solution, including for future EO constellation, the development of application platforms, etc.

InCubed provides a flexible framework for cooperation between ESA and Economic Operator(s), with partnerships adapted to the needs of the activity.

In many, though not all, cases these partnerships are expected to involve the provision of in-kind or financial resources (contract payments) by ESA. In other cases, ESA's contribution may be

exclusively related to the provision of expertise or facilities by ESA, with no payments to the Economic Operator(s).

The respective responsibilities and rights of ESA and the Economic Operator(s) will be defined in so-called partnership agreements (e.g. a contract, or any other appropriate legal instrument specifying the scope and the boundary conditions of the partnership).

In the context of InCubed, any of the following models, or combinations of these, will be used:

Case 1.: ESA develops, through 'classic' industrial contracts co-funded by Economic Operator(s), technologies, equipment, technology prototypes, elements of space or ground segment elements or thematic exploitation platforms, as a demonstration for future market development.

Case 2.: ESA provides technical expertise to assist the development of a new venture. ESA contribution is limited to technical knowledge, expertise and experience in the space and ground system domains, technical support functions, engagement of relevant user groups, etc. It does not include exchange of funds, financial or commercial advice.

ESA will not take any responsibility for commercial risks or any long-term commitment with the Economic Operator(s) (e.g. anchor tenant arrangements, loan guarantees). The financial liability of ESA will be limited strictly to the amount agreed to in the partnership agreement.

The present Invitation letter is covering only the case where contracts are contemplated (see Case 1 here above)⁴ targeting the following categories of activity:

- (a) "Industrial research", meaning research or investigation for the development of new knowledge for developing new products, processes or services, or for bringing about a significant improvement in existing products, processes or services;
- (b) "Experimental development", meaning acquiring, combining, shaping and using existing scientific, technological, business and other knowledge and skills to develop new products, processes or services;
- (c) "Process innovation" meaning the implementation of a new or significantly improved production or delivery method.

It is understood that a proposal containing mixed types of activities is belonging into one of the above (a-c) categories, where more than half of the costs of the partnership are incurred through activities which fall within this specific category.

For Case 1 Partnership Contract(s), ESA's contribution to the funding of the activity will generally not exceed 50%, depending on the type of Economic Operator(s) and the nature/maturity of the activity (see section 7 for details).

The Tenderers are invited to note that prior to contract award, Industrial Policy Committee (IPC) approval may be sought, for activities requiring an ESA contribution exceeding 500 K€.

⁴ For the case 2 as described above (i.e. not involving exchange of funds), the interested Economic Operator(s) are invited to contact incubed@esa.int

The Tenderer (and any of its proposed subcontractor(s)) must seek the support of the relevant Delegation(s) when drafting its proposal (see section 5). In particular, it will liaise at an early stage with the Delegation(s) in order to ensure that the sizing of the financial proposal is compatible with the national level of subscription in InCubed.

The list of points of contact in national Delegations is provided in Annex 3.

5. TENDERING PROCESS

The tendering process follows a two-steps approach:

- Submission of Outline Proposal; and
- Submission of Full Proposal:

In line with the objective of InCubed and in order to be beneficial to the Tenderer handling pre-commercial activities, the process from Outline Proposal submission to contract award should be concluded as far as possible in 4 months⁵.

To reach this aim, the Tenderer shall:

- strictly comply with the Guidelines established for the preparation of the Outline Proposal and of the Full Proposal and use to the maximum extent the precompiled Full Proposal Templates;
- optimize the time for the Full Proposal preparation aiming at submitting it as soon as possible and ideally in 30 calendar days after the positive assessment of the Outline Proposal;
- interact at the earliest convenience with the relevant Delegation(s) and strictly and only via the list of contact points included in Annex 3 to this Invitation Letter, for the acquisition of the Letter of Support for the Full Proposal.

5.1 First Step: Submission of the Outline Proposal

The first step starts with the submission by the Tenderer of an Outline Proposal in response to this APO.

Outline Proposals shall be prepared and submitted in accordance with Guidelines provided as Annex 1 of this Invitation Letter.

The Tenderers shall adhere to the evaluation criteria included in Annex 1 section 1 hereto.

The Outline Proposal will be assessed by ESA, and feedback will be provided to the Tenderer.

⁵ This indicative timespan might be impacted in case of IPC involvement (cf. section 4).

In case of positive assessment by ESA of an outline proposal, the Agency shall, upon reception, notify the Participating State(s) of each Outline Proposal submitted by Economic Operator(s) under its/their jurisdiction, it being understood that, the Agency may disclose elements of the proposal on a need to know basis.

Should the Economic Operator(s) so require, the disclosure (if needed), of the proprietary information contained in the proposal, being a specific part of the proposal and strictly identified as such, shall be subject to adequate protection, including through specific non-disclosure agreements.

Based on the Agency's assessment of the Outline Proposal, and upon the notification in writing by the participating State(s) having jurisdiction over the Economic Operator(s) concerned of its support to the partnership, the Agency shall invite the Tenderer to submit a Full Proposal in accordance with the Special Conditions of Tender.

5.2 Second Step: Submission of the Full Proposal

Following the communication from ESA of a positive assessment of the Outline Proposal, the Tenderer will be invited to submit a Full Proposal; submission ideally in 30 calendar days.

The Full Proposal shall be submitted **exclusively in electronic format via the “esa-star” system** [see: <https://esastar.sso.esa.int/>]. The SCT (Appendix 1 hereto) contains further information on “esa-star” and its operation.

Following the Agency's invitation, the Tenderer is strongly encouraged to immediately create a Bidder Restricted Area in “esa-star”. This does not oblige the Tenderer to eventually submit a Full Proposal, but assists the Agency in the timely preparation of the evaluation process.

The Tenderer is encouraged to notify the Agency, by email to incubed@esa.int, of the intended date of Full Proposal submission at least two (2) weeks prior to the intended submission date. This will allow the Agency to plan ahead for the formal evaluation of the Full Proposal.

A Full Proposal which is not preceded by an Outline Proposal approved by the Agency will not be admitted for evaluation.

This Full Proposal shall include a written authorisation of its funding by the Participating State(s) having jurisdiction on the Economic Operator(s).

The Full Proposal shall be a fully self-contained set of documents, and will be the sole basis of the Agency's evaluation. Any information in the Outline Proposal and any correspondence prior to the submission of the Full Proposal will not be considered in the evaluation.

All proposals received by ESA at this stage will be treated in confidence.

6. EVALUATION PROCESS AND CONTRACTUAL START

The following steps are used to evaluate and select Full Proposals:

- a) Opening of the Tenders. Full Proposals not including statements of compliance or deviation or not complying with the Key Acceptance Factors described in section 7 will be rejected and excluded from evaluation.
- b) The evaluation of the Full Proposal by the Agency's Tender Evaluation Board (TEB) according to the Evaluation Criteria and associated Weighting Factors (WF) here after defined:

No.	Evaluation Criterion	Weighting Factors %
	<u>Understanding of the Programme Objectives and relevance of proposal in the InCubed context:</u> Improvement of global competitiveness of Europe in EO commercial markets; sustainability of the proposed activity in the commercial market without further institutional support; tangible results within the timespan of InCubed; substantial degree of innovation (new or improved competencies for Economic Operator(s)).	30%
2	<u>Clarity of the technical objectives and definition of the requirements for the proposed work:</u> 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.	30%
3	<u>Adequacy of management approach, costing and planning:</u> Credibility of the cost estimation, credibility of proposed co-funding scheme (in line with type of Economic Operator(s) and of proposed activity) and of the proposed schedule.	30%
4	<u>Compliance with the administrative tender conditions of the APO for Full Proposals and acceptance of the draft contract</u>	10%

Should the proposal not be accepted on the grounds of insufficient adherence to the evaluation criteria or be rejected through during the Agency's evaluation process (i.e. TEB-like process), the Agency shall inform the relevant Participating State(s).

- c) Compilation of a TEB Summary Report with:
 - 1) results of the technical and programmatic review of the Full Proposals; and
 - 2) corresponding recommendations.

Only proposals with an overall marking above fair with a potential to reach a level of at least good during negotiations will be recommended for contract award.

- d) Should the proposal be positively evaluated by the Agency and recommended for implementation, it is envisaged to have the negotiation and kick-off meeting shortly after Tenderers are notified of the outcome. Assuming a successful outcome, the two (2) originals of the contract will first be signed by the Agency and then sent to the Tenderers for countersignature within the shortest possible delay.

7. FUNDING

Co-funding by the Agency depends primarily on the typology of the proposed activities, in accordance with the definitions provided in section 4: (a) “Industrial research”, (b) “Experimental development”, (c) “Process innovation”.

The costs’ co-funding provided by the Agency for activities falling under the “Industrial Research” category shall not exceed 50% of the costs related to the proposed activities, as mentioned already above in section 4.

The costs’ co-funding provided by the Agency for activities falling under the “Experimental Development” category, shall not exceed 25% of the costs related to the proposed activities.

Nonetheless, for SMEs as defined above, for activities falling under both the “Industrial Research” and “Experimental Development” categories and depending whether the partnership involves several Economic Operators established in different Participating States, this funding may increase to up to 80% of the costs.

For activities falling under the “Process Innovation” category, the funding provided by the Agency shall not exceed 15% of the costs for large enterprises (as defined above), and 50% of the costs for other Economic Operator(s) (SMEs). Notwithstanding the above, large enterprises are only eligible provided their partnership involves cooperation with smaller Economic Operator(s) (SMEs), the latter bearing at least 30% of the costs; in this latter case of cooperation, the large entities will be eligible for Agency funding up to 15% of their own activities, while the smaller Economic Operator(s) (SMEs) will be eligible for Agency funding up to 50% of their own activities.

Notwithstanding the above, work carried out by Universities and Research Institutes involved as subcontractors in any of the above categories and justifying no further commercial interest in the activity may be 100% funded by the Agency (see Table 1).

It is repeated that a proposal containing mixed types of activities is belonging into one of the above (a-c) categories, where more than half of the costs of the partnership are incurred through activities which fall within this specific category.

The remainder of the costs shall be funded by the Tenderer and/or Partners, in cash or in kind, and shall not include any additional co-funding from the public sector.

The Tenderer’s attention is drawn to the fact that the ownership of the final deliverables can be discussed as per provisions of the Draft Contract (Appendix 2) applicable to the present APO.

	General Rule (e.g. Large Enterprise as defined above)	SMEs (as defined above)	Universities and Research Centres involved as subco with no further commercial interest
Industrial Research	Up to 50%	Up to 80% ⁶	Up to 100%
Experimental Development	Up to 25%		
Process Innovation	Up to 15% ⁷	Up to 50% ⁸	

Table 1: Maximum ESA co-funding approach for InCubed activities
(in % of the total budget of the activity)

8. KEY ACCEPTANCE FACTORS / COMPLIANCES

As part of the tender submission process in the “esa-star” system, the Tenderer will be required to make declarations in relation with “Declaration of Compliances” and “Key Acceptance Factors” (that are mirrored in Part 3 B 2 of the SCT). The SCT indicate the consequences (ranging from significant down-marking to exclusion from evaluation) in case it would appear during the evaluation that these declarations contain incorrect statements.

It is mandatory to register as economic operators wishing to do business with ESA. Economic operators wishing to do business with ESA not yet registered as potential Tenderer, are requested to complete the online questionnaire on the “ESA- STAR registration” website (<http://esa-star-emr.sso.esa.int/>).

Any entity, at the time when a Full Proposal is submitted, should at least have already completed the “Light Registration”.

That registration as an ESA Entity includes the obligation to subsequently fill in the ESA Questionnaire and its yearly updating. Failure to provide or update the required information may result in EMITS non-public part access being blocked.

Further information on the registration process can be found on the Industry Portal pages available at: http://www.esa.int/About_Us/Business_with_ESA/How_to_do/esa-star_Registration_Process

⁶ See additional condition in s. 7

⁷ See additional condition in s. 7

⁸ See additional condition in s. 7

9. INTELLECTUAL PROPERTY

The Contractor shall own all Intellectual Property Rights and have the right to apply for and to own any Registered Intellectual Property Rights arising from work performed under the Agency Contract in accordance with Part II B of the General Clauses and Conditions.

Please refer for more details to Appendix 2 (Draft Contract).

10. ADDITIONAL INFORMATION

Any questions related to this APO before submission of a Full Proposal shall be addressed to incubed@esa.int

Following the creation of a “Bidder Restricted Area” with the aim to submit a Full Proposal, any questions to the Agency relating to this APO shall be made exclusively via the dedicated function in “esa-star”.

The Agency will publish the question and answer in the dedicated section of “esa-star”. Tenderers are asked to note that each response which the Agency makes goes through an internal review process, and that the response will be published once this internal review process has been completed.

If required, the Agency may request clarifications from any Tenderer; such Agency’s requests shall be made exclusively via the dedicated function in “esa-star”.

Yours faithfully,

Stefano. M. Fiorilli
Head of ESA Procurement and EU Administration Department

ANNEX 1

GUIDELINES FOR THE CONTENT OF THE OUTLINE PROPOSAL

In line with the tendering process described in the Invitation letter of this APO, the Outline Proposal is the means for the Tenderer to initiate the interaction with the Agency.

It is recalled that the present Tendering Approach is dealing only with 'classic ESA industrial contracts'. For other forms of InCubed Partnerships (e.g. request for technical support from ESA, partnership agreement of another type), interested Economic Operators are invited to contact incubed@esa.int.

Outline proposals shall be submitted via mail to the following e-mail address: incubed@esa.int

The e-mail shall indicate:

- the name of the project,
- the Prime Contractor and its nationality,
- the relevant contact person (including e-mail, phone number, and position into the Prime Contractor company),
- the envisaged Subcontractor companies and respective nationalities,

Tenderers are invited to submit an Outline Proposal containing at least the information described in the present annex.

The typical length of an Outline Proposal should not exceed 10 pages, excluding supporting documents such as diagrams, charts, tables and company information brochures.

The Outline Proposal shall be written in English.

The Outline Proposal shall include the following elements:

- An introduction explaining the rationale and the background of the proposed activity;
- A description of the "product"⁹ characteristics;
- A description of the "product" development activities;

⁹ In this invitation letter, the term "product" is used to identify technologies, equipment, technology prototypes, elements of space or ground segment elements or thematic exploitation platforms, as a demonstration for future market development, as far as relevant in the context of InCubed.

- A description of the “product” sustainability, including a Tenderer profile.

1. RATIONALE AND BACKGROUND

This section shall present the rationale and give the relevant background information for the proposed product development, and its relevance in the InCubed context.

The relevance in the InCubed context shall be measured against the five following criteria (see also related elements in the sections 1-4 to follow):

a. Sustainability:

Proposals must clearly demonstrate how the activities can succeed in the commercial market, in a sustainable manner without further institutional funding. The Economic Operator shall provide credible business perspectives, on the basis of realistic boundary conditions (evaluation of the current offer/demand; realism of addressable market and/or identification of end beta users).

b. European Footprint:

Proposed activities should make a difference in improving the global competitiveness of Europe: they should genuinely have the potential to address a European or global market, with a step-wise or scalable approach.

c. Substantial degree of innovation:

The proposed activities shall bring new or improved competences aiming at boosting the European competitiveness.

d. Duration:

The Economic Operator(s) shall clearly identify how tangible results – commensurate with the objective to improve their competitiveness – can be obtained within the current timespan of the InCubed programme with the assumption that no follow-up action is required through ESA.

e. Contribution by the Economic Operator(s)

The Economic Operator(s) shall demonstrate how it/they co-fund the proposal, or provide in-kind contribution/s –as part of their proposal - in line with the nature of the proposed activity and within defined categories of actors. These contributions will be a clear indicator of the engagement of the Economic Operator(s).

2. THE PRODUCT TECHNICAL CHARACTERISTICS

This section shall describe the technical characteristics of the product.

This description shall also include:

- A summary of key features, key functionalities, key design characteristics and key performance of the product.
- An outline of the potential uses and users of the product.

3. THE PRODUCT DEVELOPMENT

This section shall introduce the product development activities, with associated costs and time schedule. Development activities can be proposed up to and including the pre-operational stage of the product.

It shall at least include:

Technical elements:

- The typology¹⁰ of the product and its indicative TRL
 - The starting point of the proposed development activities;
 - The description of the activities needed for the development of the product from its current status;
 - Critical tasks, technologies or techniques with associated identified related risks;
 - A development plan with identification of major milestones and key decision points, including activities duration;
 - A list of the deliverables (e.g. hardware, software, documentation).

Costs:

- A summary of the total costs of the proposed activities;
- The co-funding request to ESA (i.e. the price for ESA);
- A distribution of the costs and ESA co-funding per consortium partner (Prime and Sub-Contractor(s)) and per country;
- The source of funding of the remaining costs for the Tenderer.

It is recalled that the co-funding by the Tenderer is a key requirement in InCubed.

The Economic Operator(s) shall demonstrate how it/they co-fund the proposal, or provide in-kind contribution(s). These contributions will be a clear indicator of the engagement of the Economic Operator(s).

Others:

- A statement that the proposed work does not overlap with any currently running ESA, European Institution, National or International contracts awarded to any entity of the Proposal consortium (Prime and/or Sub- Contractor(s)).

¹⁰ Cf. section 4 of the body of the Invitation letter: (a) “Industrial research”, (b) “Experimental development”, (c) “Process innovation”

4. THE PRODUCT SUSTAINABILITY

Proposals must clearly demonstrate how the activities can succeed in the commercial market, in a sustainable manner without further institutional funding. The Economic Operator(s) shall eventually provide credible business perspectives, on the basis of realistic boundary conditions (evaluation of the current offer/demand; realism of addressable market and/or identification of end beta users).

It shall at least include:

The product opportunity

- A description of the context the product aims to address, giving elements such as reference market, market trend (new, consolidated, evolving, etc.), and other relevant context characteristics;
- The identification of the challenge that in this context the product aims to address (e.g. unmet customer needs, emerging needs);
- An outline assessment of the commercial viability of the product.

Competition

- A summary of the current alternative products/solutions, the relevant major competitors and an explanation of the opportunity for the product.

The Tenderer

- The main elements of the Tenderer's profile and experience, competence and resources related to the proposed project;
- The Tenderer's competitive positioning in the EO sector;
- A description of the Tenderer's objectives for the product upon completion of the proposed activities, highlighting how it fits in the Tenderer's strategy and competitiveness plans.



ANNEX 2

TECHNOLOGY READINESS LEVEL (TRL)

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. For additional information on definitions, please refer to ECSS-E-AS-11C.

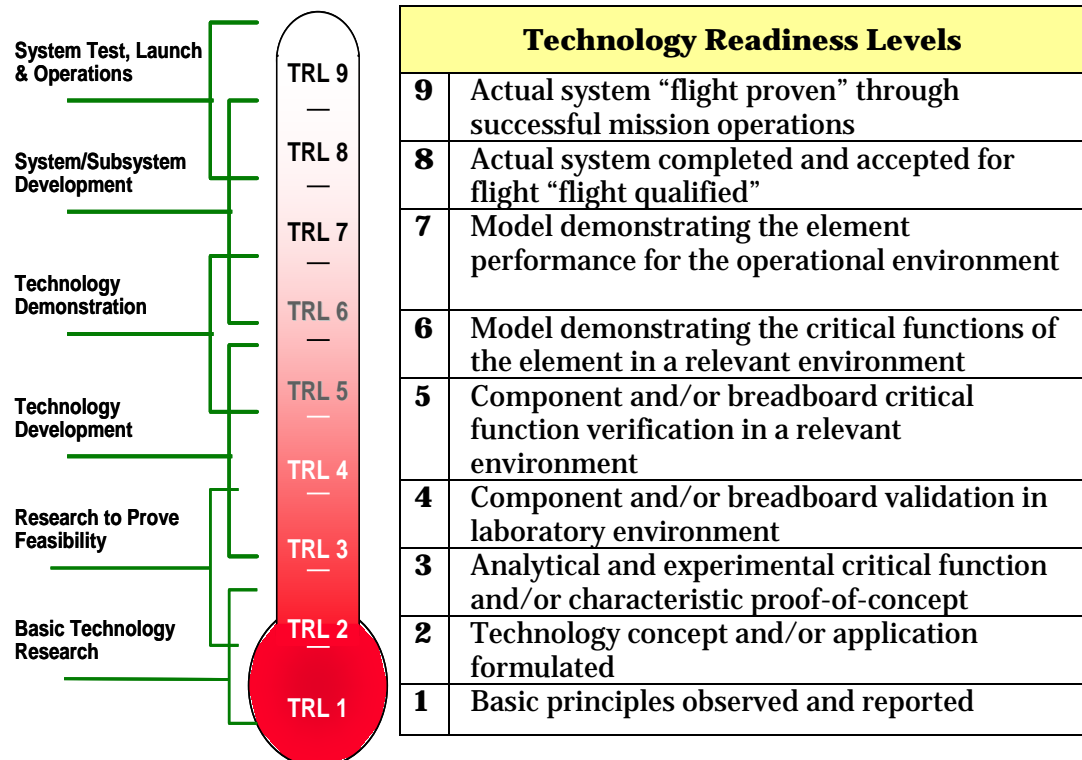


Figure 1 – Technology Readiness Levels adopted in ESA since 2005
Regarding the maturity status of software the same number of TRL are indicatively used.

ANNEX 3

List of Points of Contact in Delegations of Participating States

Member States	National Contact Points for InCubed
Austria	<p>Luc Berset FFG +43 5 7755 3308/+43 664 446 4480 luc.berset@ffg.at</p> <p>Thomas Geist FFG +43 5 7755 3310 thomas.geist@ffg.at</p>
Czech Republic	<p>Ondrej Svab Space Activities and R&D Department Ministry of Transport Czech Republic +420 225 131 598/+420 602 628 422 ondrej.svab@mdcr.cz</p>
Denmark	<p>Per Kolbeck Nielsen Danish Agency for Science and Higher Education +45 7231 8336 pkn@ufm.dk</p> <p>Anne Birgitte Klitgaard Danish Agency for Science and Higher Education +45 7231 8242 ak@ufm.dk</p>
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