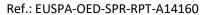


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Foreword

The 2021-2023 period marks the start of the new financial perspective and also the start of the EU Agency for the Space Programme (EUSPA) as the evolution of the European GNSS Agency (GSA).

Building on the successes of the Agency, such as Galileo now used by billions of people and EGNOS now operational in more than 350 airports and heliports, the activities of the Agency evolve, with a clarified governance. Under the new Space Regulation, EUSPA's mandate now includes increased responsibilities in managing the exploitation of Galileo and EGNOS, including their service provision and operational security. Furthermore, the Agency's new remit includes coordinating the user-related aspects of GOVSATCOM in close collaboration with the Member States and other involved entities. EUSPA is now responsible for the security accreditation of all the components of the EU Space Programme, through the Security Accreditation Board, composed by all Member States of the European Union. The Agency will remain in charge for the communication, promotion and development of downstream markets and fostering of innovation based on Galileo, EGNOS, and now also for the commercial users of Copernicus. EUSPA will enhance synergies between the different components and leverage funding mechanisms such as Fundamental Elements and Horizon Europe. The European Commission may also decide to entrust the Agency with other tasks in the future.

EUSPA's teams of committed professionals spread in all sites in Europe, from the EUSPA Headquarters in the Czech Republic, Galileo Security Monitoring Centres in France and in Spain to the Galileo Reference Centre in the Netherlands, the European GNSS Service Centre in Spain, and the EGNOS Office in Toulouse, will continue to ensure the high quality, robustness and reliability of EUSPA's service provision. In addition, they will be backed up by the industrial teams managed by EUSPA, for example in the Galileo Control Centres in Germany and Italy, in the EGNOS Centres, and facilities around the world.

While EUSPA mission has expanded, the core aim remains the same – to link EU investment in space to the needs of citizens and governments in the European Union and users around the world.

The EU Space Programme offers new opportunities to EU space ambitions, and to EUSPA. By fostering synergies between navigation, Earth observation and secure telecommunications, the Agency will enable the delivery of the space-based services and applications that Europe needs to face the challenges of the future.



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The evolution from GSA to EUSPA also opens up the possibility for a renewed cooperation with our partners at the European Commission, in the European Space Agency or the Copernicus Entrusted Entities. This will ensure that the Space Programme is fully aligned with the EU priorities and supports the achievement of key EU policy goals — from the European Green Deal to the digitalisation of the European economy and the promotion of a stronger Europe in the world.

With the new regulation now into force, EUSPA as a whole will continue to grow and mature as a European centre of excellence for the end-to-end exploitation of Galileo and EGNOS, and also for its new activities in Copernicus, GOVSATCOM, and SSA. The Agency will continue to deliver high quality space-based services for European Satellite navigation, such as the Galileo Open Service and the Public Regulated Service, while also preparing authentication features (OS-NMA), and High Accuracy Service. During this period, the resourcing of the Agency will grow progressively and will be kept in close balance with the tasking of the Agency, in line with the approach set in the new Regulation.

At EUSPA, we are committed to deliver what the EU Space Programme expects from us, and to make the EU Space ambitions a reality.



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List of Acronyms

Acronym	Definition
AD	Administrator
ARB	Anomaly Review Board
AST	Assistant
CA	Contract Agent
ССВ	Configuration Control Board
CDA	Crypto Distribution Authority
СРА	Competent PRS Authority
CEOS	Conditions of Employment of Other Servants (of the EU)
CIS	Communication information system
CMS	Common Minimum Standards
COMSEC	Communications Security
СРА	Competent PRS Authority
CS	Commercial Service
DA	Distribution Authority
DIAS	Data and Information Access Services
DRB EA	Design Review Board Early Access
EC	European Commission
ECA	European Court of Auditors
EEAS	European External Action Service
EFTA	European Free Trade Agreement
EGNOS	European Geostationary Navigation Overlay System
EGNSS	European GNSS
EMC	Enhanced Minimum Configuration
ESA	European Space Agency
EU	European Union
EUCI	EU Confidential Information
EUSPA	European Union Agency for the Space Programme
FKC	Flight Key Cell
FOC	Full Operational Capability
GCC	Galileo Control Centre
GNSS	Global Navigation Satellite Systems
GRC	Galileo Research Centre
GSA	European GNSS Agency
GSC	GNSS Service Centre
GSF	Galileo Secure Facility
GSMC	Galileo Security Monitoring Centre
GSOp	Galileo Service Operator
H2020	Horizon 2020
HR	Human Resources
IATO	Initial Authorisation to Operate
ICC	Internal Control Coordinator
ICT	Information and Communications Technology
IMS	Integrated Management System
IoT	Internet of Things
ISO	International Standards Organisation
IT	Information Technology



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Acronym	Definition
ITS	Intelligent Transport System
JRC	Joint Research Centre
КМОР	Key Management Operational Procedure
LBS	Location Based Service
LPV	Localiser Performance with Vertical guidance
LSAA	Local Security Accreditation Authority
M2M	Machine to Machine
моос	Massive Open Online Courses
NCR	Non-Conformity Report
NDA	National Distribution Authority
NRB	Non-Conformance Review Board
OS	Open Service
OSRR	Operational Service Readiness Review
OVR	Operation Validation Review
PA	Product Assurance
PI	Performance Indicator
POC-P	Point of Contact Platform
Q	Quarter
QA	Quality Assurance
PNT	Positioning, Navigation and Timing
PRS	Public Regulated Service
RAMS	Reliability, Availability, Maintainability and Safety
RLS	Return Link Service
R&D	Research and Development
SAA	Security Accreditation Authority
SAB	Security Accreditation Board
SAP	Security Accreditation Panel
SAR	Search and Rescue
SB	Short Break
SECOPS	Security Operations
SINA	Static Integrated Network Access
SLA	Service Level Agreement
SLT	Service Level Target
SME	Small and Medium Enterprises
SNE	Seconded National Expert
SOIF	Security Operational and Intelligence Facility
SSA	Space Situational Awareness
SSRS	System-specific Security Requirements Statement
TA	Temporary Agent
TBD	To Be Determined
TF	Task Force
UCG	User Consultation Group
UCP	User Consultation Platform
UK	United Kingdom
VAT	Value Added Tax
VPN	Virtual Private Network
WBS	Work Breakdown Structure
YoY	Year on Year



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Mission Statement for the Agency

With the new space regulation, the European Union introduces an integrated Space Programme to provide secure space-related data, information and services without interruption and to maximise the socio-economic benefits, in particular by fostering the development of an innovative and competitive European upstream and downstream sector.

The European Union Agency for the Space Programme's mission is to support the European Union's objective of achieving a high rate of return on its investment in the EU Space Programme, in terms of benefits to users, economic growth and competitiveness, by:

- Designing and enabling services that fully respond to user needs, while continuously improving the European GNSS services and infrastructure;
- Managing the provision of quality services that ensure user satisfaction in the most cost-efficient manner;
- Ensuring that European GNSS services and operations are thoroughly secure, safe and accessible;
- Engaging market stakeholders to develop innovative and effective applications, value-added services and user technology that promote the achievement of full European GNSS adoption and the use of information and services provided by the European Earth-Observation programme Copernicus, while fostering the competitiveness of EU Space Downstream industry, SMEs and Start-ups;
- Overarching coordination of user-related aspects of GOVSATCOM, in close collaboration with Member States, other entities, relevant Union agencies and EEAS;
- Furthermore, the Agency can play an important role in favouring synergies between the Union and all relevant actors, including Member States, in relation to Space Situational Awareness.

The provision of long-term, state-of-the-art and secure positioning, navigation and timing services whilst ensuring security, continuity, safety and robustness will be at the centre of the Agency objectives in relation to European GNSS. Satellite navigation has, indeed, made major in-roads in many areas of life, impacting business, public services and consumer behaviour in increasingly profound ways. Along with delivering economic benefits to innovative service providers and related businesses, satellite navigation devices, now integrated within a wide variety of vehicles and transport systems, have fundamentally changed how we manage the mobility, safety and security of people and goods.



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As part of its enhanced mandate, the Agency is expected to have the mission to increase the use of data, information and services offered by Copernicus, by undertaking communication, promotion and market development activities. In relation to GOVSATCOM and SSA, the Agency will have a mission to facilitate coordination and synergies with all relevant actors and to undertake activities related to user uptake of data, information and services.



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Mission Statement for the Security Accreditation Board

The Security Accreditation Board (SAB) established within the Agency is the Security Accreditation Authority for all the components of the Programme. It is established within the Agency as an autonomous body and makes its decisions independently and objectively. The security accreditation activities and decisions are undertaken in a context of collective responsibility for the security of the Union and of the Member States. The Security Accreditation Board shall perform its tasks without prejudice to the responsibilities of the Commission or those entrusted to the Agency's other bodies, in particular for matters relating to security, and without prejudice to the competences of the Member States as regards security accreditation.

Security accreditation decisions adopted by the SAB entail inter alia the following:

- Approval of satellite launches;
- Authorisation to operate the systems set up under the components of the Programme or the elements of these components in their different configurations and for the various services they provide, up to and including the signal in space;
- Authorisation to operate the ground stations;
- As regards to the networks and the equipment connected to the PRS service or to any other secure service stemming from the Programme's components, authorisation of bodies to develop or manufacture sensitive PRS technologies, PRS receivers or PRS security modules, or any other technology or equipment which has to be checked under the general security requirements referred to in Article 34(1) of the Regulation, taking into account the advice provided by national entities competent in security matters and the overall security risks.

The Agency provides the SAB and its subordinate bodies with all human and material resources required to perform their tasks independently. The Agency staff under SAB supervision, duly qualified, with an appropriate level of security clearance and acting objectively, perform independent security accreditation activities as defined in Chapter II of Title V of the Regulation. They ensure the administrative secretariat and provide independent professional expertise to the SAB and its subordinate bodies, in order to provide security assurance to support the SAB in making its security accreditation decisions.



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The Security Accreditation Board and the Agency staff under its supervision perform their work in a manner ensuring autonomy and independence in relation to the other activities of the Agency, in particular operational activities associated with the exploitation of the systems.



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Section I - General Context

I.01 Role of the European Union Agency for the Space Programme

The EU Space Regulation assigns different tasks of the European Space Programme to EUSPA, either

as core tasks either as tasks delegated to it by the European Commission.

In relation to EGNSS, the Agency sees its activities expanded, under delegation, for the whole set of

exploitation and service provision activities including the management, operation, maintenance,

continuous improvement, evolution and protection of Galileo and EGNOS, for both space-based and

ground-based infrastructure. Furthermore, through sub-delegation to ESA, the Agency manages the

development of future generations of the systems. As new core task, the Agency is responsible not

only for the operational security of Galileo and EGNOS, and their security monitoring through the

GSMC, but also for the communication, market development and promotion activities of their

services. Through the Security Accreditation Board, EUSPA continues to be responsible for the security

accreditation of Galileo and EGNOS; in addition, the Security Accreditation Board becomes the

Security Accreditation Authority for all the components of the Programme.

In relation to Copernicus, the new core task for the Agency is the communication, market

development and promotion activities of its data, information and services, without prejudice to the

activities performed by other entrusted entities and the European Commission. Regarding

GOVSATCOM, EUSPA is entrusted, under delegation, with the coordination of user-related aspects

and with the performance of activities related to user uptake of data, information and services. The

EU Space Regulation also allows that further tasks are entrusted to the Agency, for example several

tasks related to SSA: the contact with users on the quality of services, the development of the helpdesk

for users and the launch of information and communication campaigns.

As core tasks, EUSPA is responsible for the following operational areas:

Security accreditation: Security accreditation activities continue to be managed by the SAB,

an independent body within the Agency. The SAB serves as the security accreditation

authority for all the components of the Programme: Galileo, EGNOS, Copernicus,

GOVSATCOM and SSA. `



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• Operational security for EGNSS: As the entity responsible for the exploitation of Galileo and EGNOS, the Agency is tasked to ensure the operational security of the systems and, to that end, carries out risk and threat analysis, by identifying and analysing related security risks and identifying possible treatment plans to mitigate such risks. EUSPA is also tasked with other necessary security activities, in particular setting of technical specifications and operational procedures.

- Operation of the Galileo Security Monitoring Centre: EUSPA continues to deliver services related to Galileo security monitoring, PRS access, Council Decision 2021/698/CFSP and expertise from the Galileo Security Monitoring Centre (GSMC). Due to the strategic nature of Galileo, the EU legislative framework was established to address threats to the Galileo infrastructure and signals, as well as to provide protection against unauthorised use of its navigation signals. This enables the EU to maintain full control of the system and its operation. The GSMC also provides the operational interface between the Galileo Control Centres and the Member States' Competent PRS Authorities (CPAs), the European Council, and the High Representative for Foreign Affairs and Security Policy (acting under Council Decision 2021/698/CFSP), which will continue with the new regulation.
- Public Regulated Service (PRS) tasks: The Agency carries out Galileo PRS activities entrusted to it by PRS Decision 1104/2011/EU and the new regulation. The main core tasks related to PRS continue to be the implementation of the Arrangement between the European Commission and the Agency pursuant to Art.14(c) of Decision 1104/2011, the designation of competent PRS authorities for EU Institutions and Agencies, International Organisations and the provision of technical assistance to Competent PRS Authorities (CPAs).
- Communication, Promotion and Market Development: EUSPA undertakes communication, promotion and market development activities of the services offered by Galileo and EGNOS and of data, information and services offered by Copernicus, by establishing and maintaining contact with civilian, professional, institutional and governmental users, collecting information on user needs, analysing market trends, developing the downstream market, and fostering the service uptake by the user community. For what concern Copernicus, the Agency cooperates closely with the Entrusted Entities to ensure that there is no overlap with their communication activities. Furthermore, the Agency focuses on Copernicus Other Users, for example commercial and private users, while ensuring a close coordination of the communications efforts with the Commission. The Agency also complements the European



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Commission's initiatives for developing and adopting regulated applications. The Agency further promotes the development of innovative EGNSS and Copernicus solutions and execute a wide range of strategic communication campaigns and raising awareness, in order to answer the needs of end-users and to become the main reference all over the world. The Agency also provides expertise to the Commission for the preparation of the downstream space-related research priorities.

As delegated tasks, the Agency undertakes the following tasks:

 EGNSS Exploitation Management: The EGNOS and Galileo programmes, fully operational systems, are financed by the EU, with non-EU members Norway and Switzerland contributing through international agreements.

Galileo is the EU's own GNSS, providing a highly accurate, guaranteed global timing and positioning service under civilian control. The Galileo Open Service (OS) is Galileo's flagship service, identified as the primary worldwide service provided to the global public. EUSPA not only leads the operations of the Galileo system and its evolutions but is also in charge of managing the development of future generations, through delegation to ESA. In addition to the Galileo Open Service, the Agency also delivers the Public Regulated Service (PRS), and will deliver the Galileo High Accuracy Service (HAS) and the Galileo Signal Authentication Service (SAS). Indeed, the Agency is responsible for the end-to-end PRS service provision, including the distribution of crypto-keys by the GSMC and the development of key technologies for the end-user segment. The Agency is also tasked with the future delivery of the Galileo Emergency Service (ES) and the Timing Service (TS). Additionally, Galileo contributes to the search and rescue support service (SAR) of the COSPAS-SARSAT system, by detecting distress signals transmitted by beacons and relaying messages to them via a 'return link'.

The European Geostationary Navigation Overlay Service (EGNOS) is Europe's first GNSS success story. Now fully in exploitation phase since 2009, EGNOS is delivering to European citizens a certified Safety-Of-Life (SoL) service since 2011 enabling safety-critical GNSS applications across numerous sectors and in particular for Aviation. It accomplishes this by providing overlaying signals and data augmenting currently the GPS signals, and tomorrow the GPS and Galileo signals with the new EGNOS system generation (EGNOS V3). The GSA has been in charge of managing the EGNOS exploitation programme since 2014 and this continues with EUSPA, which will lead the transition to the next generation of the EGNOS infrastructure



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augmenting Galileo, with the support of ESA for its system development. The Agency will also develop evolutions of the two other EGNOS services (EOS – EGNOS Open Service- and EDAS – EGNOS Data Access Service) in answer to user needs and to support new applications, managing the development through sub-delegation and is supporting the European Commission in the extension of EGNOS beyond the EU.

- GOVSATCOM coordination: The Agency is tasked with the coordination of user-related
 aspects of GOVSATCOM in close collaboration with Member States, other entities, relevant
 Union agencies and EEAS. Under the GOVSATCOM component of the Programme, satellite
 communication capacities are combined into a common Union pool of national and EU
 capacities, to offer services to all EU Member States.
- Research and Development activities: The Agency implements activities related to the
 development of downstream applications based on the components of the Programme
 including Research and Development (R&D) activities, in the context of the Horizon Europe
 programme, Fundamental Elements and integrated applications based on the data and
 services provided by Galileo, EGNOS and Copernicus.
- User Uptake activities: The Agency is tasked to undertake activities related to the user uptake
 of data, information and services in relation to programme's components other than Galileo
 and EGNOS, such as Copernicus (for the aspects not already covered by the core tasks)
 GOVSATCOM and SSA.

I.02 Main Assumptions

The Agency drafted this programming document based on the following assumptions, which were correct as of time of writing:

- The new space regulation will enter into force in early 2021 at which point the GSA will become EUSPA, with the associated new missions and activities, both core and entrusted, as described in this document.
- EUSPA drives Galileo towards full operational capabilities, with important milestones such as
 Open Service Full Operational Capability and Public Regulated Service Initial Operational
 Capability approaching. In addition, further services and capabilities of Galileo will continue being
 developed, such as the High Accuracy Service and the Open Service Navigation Message



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Authentication. Lastly, the Agency will continue preparing the Emergency Warning Service, Timing Service and future evolutions of SAR.

- EGNOS services will continue to be delivered according to the EGNOS Service Evolution Plan on the basis of the EGNOS V2 infrastructure, while in parallel, the EGNOS V3 system will be developed and deployed as per the current ESA contract with industry in view of its hand-over to the Next EGNOS Service Provider. The SAB Authorisation to Operate EGNOS V3 is expected to be achieved in the 2023-24 period.
- GSMC Master Site upgrade is ready for deployments of classified equipment by July 2022. At GSMC-ES, the Final Configuration GSMC-ES site accreditation (after building works are completed) is expected in June 2021, ready for deployments of classified equipment.
- The deployment of GSF version 2.2.1 at GSMC-FR and GSMS-ES has increased the PRS functionalities for the GSMC and its resilience with the back-up site. The security monitoring will improve with the deployment of the SOIF equipment (2021) and later on with the SECMON (2022) enabling the centralisation of the Galileo security core services at the GSA/GSMC level.
- The Agency assumes that the 101 Temporary Agents will be provided by the budgetary authorities, that a plan for a stepwise reduction of CA's is agreed, and that new tasks and activities will be matched with the corresponding resources.



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Section II - Multi-annual Programming 2021-2023

II.01. Multi-annual Objectives

The medium-term strategic objectives of the Agency are based on the definition of tasks assigned to it per Article 29 of the EU Space Regulation.

	Strategic objective	How it is implemented
29.1 (a)	Ensuring the security accreditation for Galileo, EGNOS, Copernicus, GOVSATCOM and SSA (core task)	The Agency will monitor the implementation of security procedures and will perform system security assessments, audits, tests and inspections.
29.1 (b)	Ensuring the operational security of Galileo and EGNOS (core task)	The Agency will adhere to the standards and requirements referred to Title V (Security of the programme) of the new regulation
29.1 (b)	Ensuring the operation of the Galileo Security Monitoring Centre (core task)	The Agency will adhere to Regulation No 2021/696 and Decision No 1104/2011/EU for the GSMC operations, and to instructions pursuant to Council Decision 2021/698/CFSP.
29.1 (b)	Performing the tasks related to the Public Regulated Service (PRS) of Galileo (core task)	The Agency will comply with provisions of Article 5 of Decision No 1104/2011/EU, in particular to support the European Commission as described in Article 8(6). The Agency will also comply with the provision of the arrangement concluded between the European Commission and the Agency pursuant to Article 14(c) of the Decision.



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	Strategic objective	How it is implemented
29.1 (c, d)	Ensuring the promotion, market development and communication of the services of Galileo, EGNOS and Copernicus (core task)	 The Agency will: Provide an annual market report on applications and services and a user technology report on the state of GNSS receiver technologies, extending it to Copernicus and, in a second step, to GOVSATCOM. Establish close contacts with users and potential users of the systems, with a view to collecting information on their needs. Follow developments in satellite navigation downstream markets and assess the potential new use of Copernicus in emerging downstream markets/ecosystems, aiming at supporting European downstream industry, SMEs and start-ups competitiveness Draw up an action plan for the uptake of services by the user community, in particular, comprising of relevant actions relating to standardisation and certification. Establish a common communications plan with the different partners of the components of the EUSP
29.2 (a)	Ensuring the delivery of the services of Galileo and EGNOS (delegated task)	 The Agency will: Monitor the services delivery ensuring compliance as per published Service Definition Documents (SDD) Deliver quality assistance to Users of the services through the distribution of relevant information, timely notification of events affecting service, and providing support as required Ensure smooth transition when deploying new version of the ground segment or integrating new satellites into the constellation with no impact on the Users (in terms of services interruption or degradation) Develop, implement and manage the incident detection and reaction chain of command from minor incidents to major crises.



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	Strategic objective	How it is implemented
29.2 (b)	Ensuring the coordination of user-related aspects of GOVSATCOM (delegated task)	 The Agency will: Based on the user-related aspects of GOVSATCOM, implemented in the scope of downstream activities, coordinate the service portfolio and the sharing and prioritisation of services. Procurement of the secure operational ground segment (GOVSATCOM Hubs). Support, upon request of the Commission, the definition of the business, technical, legal and financial aspects of Service Level Agreements (SLAs)with Member States and providers; and their implementation. Operate the GOVSATCOM Hubs Security tasks related to GOVSATCOM. Support the Commission to system and services evolution, including security aspects. Support to the implementation of the security aspects of the European quantum communication infrastructure (EuroQCI) as a possible building block of future GOVSATCOM evolutions.
29.2 (c)	Implementing research and development (R&D) activities in the context of Horizon Europe and Fundamental Elements (delegated task)	 The Agency will: Based on the R&D priorities assessed together with the Commission and all relevant stakeholder, define the plan for development of EU Space downstream applications, as contribution to the Horizon Europe Work Prgramme, and for the development and evolution of fundamental elements for EGNOS and Galileo Launch the first, second and third Horizon Europe 2021-2023 call and manage the related projects portfolio Launch the 2022 – 2023 Fundamental Elements calls and manage the related projects portfolio Support downstream SMEs and start-ups via different actions in the frame of the CASSINI Space Entrepreneurship initiative.
29.2 (d)	Undertaking User Uptake activities in relation to GOVSATCOM and SSA (delegated task)	 The Agency will: Coordinate the network of users and analyse their needs and requirements with the aim to build the user perspective and assess the trends of the market deman Initiate the extension of the market report to GOVSATCOM.

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Progress in achieving these strategic objectives is assessed through the overall performance of the contributing tasks. Such performances are defined in the multi-annual and annual programme below.

II.02. Multi-annual Programme

II.02.01 CORE TASKS

II.02.01.01 Security Accreditation

In accordance with the new regulation, the Security Accreditation Board (SAB) prepared section II.02.01. It is incorporated into this programming document without any change.

The Security Accreditation Board (SAB) is established within the Agency and is the security accreditation authority for all the components of the Programme.

The SAB is already responsible for the security accreditation decisions related to the EU GNSS systems (Galileo and EGNOS). Starting from 2021, the SAB also becomes responsible for the security accreditation decisions of three additional components of the Programme (i.e. Copernicus, SSA and GOVSATCOM).

At the end of 2016, SAB issued the authorisation for the Programme to provide initial operation of the Galileo System and Services up to and including the Signal in Space. Since then the accreditation activities have continued focusing on the security of the Galileo services, coupled with its operation and infrastructure evolution. The security accreditation activities for Galileo continue in 2021-2023 and beyond, taking stock of existing processes, the evolution of the system and its services, and the continued evolution of security threats.

The accreditation activities for EGNOS version 3 has intensified substantially starting from 2019, and will progressively focus on defining an accreditation methodology in particular for site accreditation, as well as reviewing security design and cyber robustness. Particular attention is put in the understanding of the implications on security of the unique challenges that EGNOS brings, such as safety certification requirements and compliance to applicable regulations. The security accreditation activities for EGNOS are expected to ramp up in 2021-2023.

The security accreditation activities for the other three components (Copernicus, SSA and GOVSATCOM) are introduced from 2021. These activities focus at the start on acquiring competence



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on the three new components and coming to contact with relevant stakeholders and security communities. First activities to be planned for, will be the relevant Security Accreditation Strategy and liaison with the stakeholders to plan the initiation of the accreditation activities and their progressive implementation.

Leading to 2023, the SAB will continue to focus on:

- Approval of satellite launches;
- Authorisation to operate the systems set up under the components of the Programme or the elements of these components in their different configurations and for the various services they provide, up to and including the signal in space;
- The (re-)accreditation/(re-)authorisation (as applicable) of the ground stations;
- Maintaining a permanent, transparent and fully understandable monitoring process to ensure
 that the security risks for the components are known, that security measures are defined to
 reduce such risks to an acceptable level in view of the security needs of the Union and of its
 Member States and for the smooth running of the component and that those measures are
 applied in accordance with the concept of defence in depth;
- Monitoring the implementation of the cyber policy and cyber mitigation measures;
- Authorisation of bodies as per Regulation.

The Agency provides expertise and the administrative secretariat to the SAB and its subordinate bodies, and contributes to the security assurance needed for the SAB to make informed security accreditation decisions.

The Agency provides the SAB and its subordinate bodies with all human and material resources required to perform their tasks independently. The increased accreditation activities, in particular due to the new activities on the three additional components, as well as the increased complexity of accreditation activities due to the service evolution of Galileo and the upcoming operational phase of the EGNOS v3 system, will require additional resources engaged in these tasks.



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II.02.01.01.01 Tasks until 2023

	Activity	Objective	Performance Indicator (PI)	Year ¹
1	Approvals of satellite launches	The Agency shall perform security assurance activities, inform the SAB of the results and administer corresponding accreditation decisions for satellite launches.	 Accreditation statements for satellite launches issued. Subordinate bodies' recommendations pertaining on their expertise provided on time for SAB decisions. Decisions taken in accordance with the rules of procedure. 	2021 - 2023
2	Authorisations to operate the systems set up under the components of the Programme or the elements of these components in their different configurations and for the various services they provide, up to and including the signal in space	The Agency shall perform system, operations, and services security assurance activities, establish a monitoring process of the security risk assessment and related security measures, inform the SAB thereof and administer corresponding accreditation decisions	 Accreditation statement for all system configurations/services operated issued. Subordinate bodies' draft documents/recommendations issued on time for consultation/adoption. Decisions taken in accordance with the rules of procedure. Coordination of security assessments and audits. 	2021 - 2023
3	Authorisations to operate ground sites	The Agency shall perform site security assurance activities including site visits, inform the SAB thereof and administer corresponding accreditation decisions	 Accreditation statement for all sites issued, as needed. Subordinate bodies' draft documents/recommendations issued on time for consultation/adoption 	2021 - 2023

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¹ The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.



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4	Authorisation of bodies to develop or manufacture sensitive technology	The Agency shall administer security accreditation decisions on authorisation of bodies to develop or manufacture sensitive PRS technologies, PRS receivers or PRS security modules, or any other technology or equipment which has to be checked under the general security requirements referred to in Article 34(1), for PRS service in Galileo or any other secure service stemming from the components of the Programme.	 Decisions taken in accordance with the rules of procedure. Authorisation statements issued for bodies involved. Documents/recommendations issued on time for consultation/adoption. Decisions taken in accordance with the rules of procedure. 	
5	SAB Secretariat	The Agency shall ensure the SAB secretariat and shall ensure general support to the SAB chairperson in discharging their regulatory responsibilities	 Management of the SAB meetings. Preparation and maintenance of Security Accreditation Strategies. All SAB decisions prepared and administered in compliance with the rules of procedure. 	
6	SAB Subordinate Panel (and related groups of experts)	The Agency shall organize the special subordinate Panel to the SAB comprised of Member State security experts in order to conduct security analysis of specific issues and provide accreditation recommendations to the SAB to assist in its decision making. Expert groups may be set up and disbanded to contribute to the work of the panel. The Agency provides chairmanship and independent expertise in support of the Panel and other subordinate bodies.	 Management of the Panel meetings and group of experts' meetings. Report to the Panel from participation to accreditation reviews. Provide independent expertise in support to the Panel. Subordinate body' recommendations provided to SAB. Accreditation milestones and other decisions in SAB Agenda, in need of a technical assessment, addressed by the subordinate body. 	
7	Assurance for Galileo keys	The Agency shall organize a special subordinate body to the SAB comprised of Member State security experts in order to provide assurance on the management of flight keys and other keys necessary for the functioning of Galileo. This includes assurance on key handling during launch campaigns. It shall also conduct verification of the establishment and enforcement of procedures for	Management of the related meetings. Report to SAB providing assurance on the management of flight keys per each launch campaign and other keys necessary for the functioning of Galileo.	

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		generation, accounting, secure handling, storage and distribution of the PRS keys of Galileo.	Report to SAB on verification of the establishment and enforcement of PRS keys procedures within Galileo.	
8	New SAB regulatory responsibilities on Copernicus, GOVSATCOM and SSA	The SAB shall plan for the accreditation activities for the three new components (Copernicus, GOVSATCOM, SSA) and progressively initiate them, till their implementation under the above tasks as relevant.	 Contact with the relevant security stakeholders of the three components Plan for relevant accreditation documents (e.g. Security Accreditation Strategy) Plan for accreditation activities for the three components Reorganisation of the SAB and its subordinate bodies to accommodate the accreditation of the new components 	2021 - 2023

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II.02.01.02 Operational security of EGNSS components

EUSPA will be responsible for the management operational security for Galileo and EGNOS. At the time of writing, the scope of such responsibility, in particular the exact division of tasks between core tasks of the Agency and tasks delegated by the Commission, depends on the outcome of the negotiations on the Space Programme Regulation, the FFPA and the corresponding contribution agreements.

It has to be noted that similar activities for the EU GNSS components have already been undertaken by the Agency in previous years, although under delegation from the European Commission and therefore without a direct responsibility.



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II.02.01.02.01 Tasks until 2023

	Activity	Objective	Performance Indicator	Year ²
1	Threat and risk assessment and analysis	Regular and robust risk assessments of activities to ensure they do not pose a risk to the security of the EU GNSS systems, Member States or the EU.	 Regular updates of risk assessments or security plans as per programme needs. 	2021 - 2023
2	Operations security	Provision of security oversight of the programme operators.	 Security sessions in the service exploitation reviews 	2021 - 2023

² The year indicates when the Agency expects to perform the action. These dates are correct as of the time of writing and are based on current plans.

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Ref.: EUSPA-OED-SPR-RPT-A14160

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II.02.01.03 Operation of the Galileo Security Monitoring Centre

The Agency has been operating the GSMC since 2016. During the 2021-2023 period, the GSMC will continuously improve the implementation of its missions:

- Galileo security and system status monitoring: the GSMC processes system security raw events and security incidents from different stakeholders. By monitoring this information, the GSMC provides an overall view of Galileo's security status to the Member States, the Commission, the Council and the High Representative. The GSMC handles security incidents relating to Galileo operations and escalates those covered by Council Decision 2021/698/CFSP to the Council and the High Representative for information or action. The GSMC also coordinates responses to specific security incidents with the relevant Member States as part of the Incident Response Coordination (IRC) structure.
- Management of PRS access: the GSMC provides PRS Access service to the PRS Participants in compliance with security requirements and agreements set up by the European Commission. It ensures PRS Participants that sensitive information related to their use of Galileo is adequately managed and protected.
- Implementation of Council Decision 2021/698/CFSP instructions: the GSMC ensures the
 implementation of Council Decision 2021/698/CFSP instructions coming from the Council or the
 High Representative. The GSMC is the single-entry point for the implementation of these
 instructions.
- PRS and Galileo security expertise and analysis: as set out in Article 3(2) of Council Decision 2021/698/CFSP, the GSMC as part of the Agency will provide advice to the Council of the EU (when invited to do so under that decision) and technical expertise to the European Commission under the provisions of Regulation 2021/696. Also, in accordance with Article 5.9 of Decision 1104/2011/EU, the Agency may provide technical support to CPAs.

During the 2021-2023 period, the GSMC will implement and operate with evolving hosting capabilities and upgraded systems:

The GSMC consists of one master site and one back-up site: Both sites are operational and further
evolutions of the infrastructures are expected. The GSMC will be upgraded with new equipment
to support new operational milestones, with future system releases expected to be deployed



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when new buildings will be available. According to the final schedule, a transfer of equipment from the legacy building to the new one in both sites will have to be organised and financed.

- Galileo Security Facility (GSF) P2.2.1.1: this facility complements the existing capabilities with the capability to automate PRS management with the Galileo Control Centres (GCCs) and to distribute PRS keys to CPAs directly from the GSMC. This also reinforces the availability of GSMC operations and services while allowing for a significant improvement of the service provision levels. Further evolutions of the GSF are planned, in-line with the evolution of the Galileo ground segment. GSF P3.0 will be deployed in the existing buildings in France and in Spain, GSF P3.1 will be deployed in the final configuration building in Spain and in the long-term extension building in France.
- Security Operation Intelligence Facility (SOIF): A set of tools for the detection of advanced cyberthreats are being deployed in 2021.
- Provision of the Operational interface: The GSMC will continue to deploy the Galileo Robust
 Operational Network (GRON) to CPAs and to upgrade its capabilities and the range of its services,
 allowing communication with CPA at SECRET UE/EU SECRET level.
- **Cyber Threat Intelligence:** intent to put in place by mid-2021 a dedicated solution for threat data analysis in order to improve the quality of Galileo cyber preventive controls.

Between 2021 and 2023, the main challenges will be:

- With respect to the GSF, SOIF and SECMON equipment deployed by the Programme, the core challenges for the GSMC are:
 - To improve the PRS management services from the GSMC, and complete the GSF equipment with appropriate procedures, the GRON, and additional tools;
 - o To increase of the Galileo security monitoring perimeter.
- To maintain 24/7 real time operations in parallel to performing the GSMC service validation campaign after the migration of the new system releases.
- To maintain the dual-site capability by regularly exercising business continuity plans in parallel to maintaining 24/7 real time operations. It should be noted that despite equipping the GSMC with dual site capability, the backup site remains with limited staff, meaning that the recovery of the operational capabilities to the backup site will count on the transfer of staff.
- To prepare and put in early operations the GSMC Cyber Security and Threat Intelligence capabilities as a flow-down of the EC Cyber Requirements, by ramping up the team.



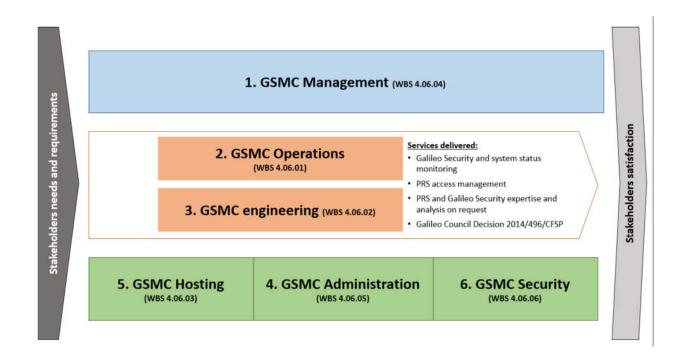
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- To prepare, ramp-up and put in operations the system administrator's team of the Programme infrastructure IT systems for the future system deployments.
- To support the deployment of the GSF P3.0 on both GSMC on both GSMC sites, including the new SECMON system. This requires tight coordination and planning with the Programme. This includes running the full operation engineering process until operators are trained and certified, and the required evidence is provided to SAB for security assurance.
- To ensure the strategy and standardisation of the operations are commensurate with the staffing plan, noting in particular the requirements from the application of the cyber security policy, and services to support to the significantly increased scope of systems under direct monitoring.

II.02.01.03.01 Tasks until 2023

The Agency has organised the GSMC tasks in accordance with the work breakdown structure, into six major work packages: Operations, Engineering, Hosting Services, Management, Administration and Security.





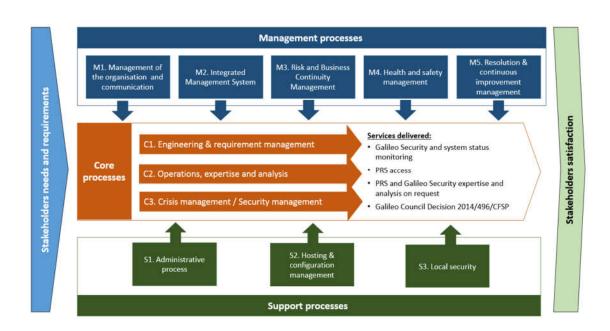
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GSMC activities are handled in accordance with processes (see figure below). Three types of processes have been defined:

- Management Processes lead the organisation and provide strategic guidelines. Most of these
 processes directly interface with similar processes of the Agency.
- Core Processes represent the GSMC's core businesses and are based on its main missions of delivering services and operational readiness and service upgrades.
- Support Processes are designed to help maintaining and developing operational
 performances level of the GSMC's main activities. These processes mostly reflect the Agency's
 main administrative processes, considering the GSMC roles and responsibilities as an
 operational centre.

Each process is associated with a list of objectives linked to the GSMC's main operations activities. These in turn trigger the performance indicators listed below.



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ID	Activity	Objective	Performance Indicator	Year ³
	Management of the organisation and communication (Management Process)	Define the GSMC Operations strategy and objectives.	Annual objectives and strategy in place.	
		Prepare and implement the GSMC's operations by scheduling milestones and main activities.	Monthly update of the GSMC Master Schedule, Quarterly release of the GSMC master schedule document (MSD) and monthly provision of the GSMC Service roadmap	2021 - 2023
M1		Report to programme stakeholders on the GSMC operations activities.	Monthly reports provided. Contribution to Service Exploitation Review (twice a year).	
		Provide an overview on the GSMC internal communication (top-down and bottom-up approaches) and team organisation.	Weekly GSMC reports provided.	
		Ensure the development and implementation of project management processes, methodologies, tools, and reporting.	Monthly dashboard on GSMC's entire projects portfolio.	
M2	Integrated Management System (Management Process)	Guarantee maintenance of the Agency's ISO 9001 certification, including adaptation to ISO	Quarterly (or as required) update of the GSMC's contribution to the Agency's IMS. Annual contribution to quality audits. Annual (or as required) update of the process map and Work breakdown structure.	2021 -
		9001 evolutions.	Quarterly (or as required) update of the GSMC continuous improvement actions plan. Annual contribution to ISO 9001 certificate renewal and maintenance.	2023

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³ The year indicates when the Agency expects to perform listed action. These dates are correct as of the time of writing and are based on the current plans.



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ID	Activity	Objective	Performance Indicator	Year ³
		Ensure Product Assurance (PA) and Quality Assurance (QA).	GSMC processes are monitored from a QA perspective, while the outputs are checked by PA All documents produced for GSMC operations activities are quality-checked.	
M3	Risk and business continuity management (Management Process)	Identify and manage risks that could impact the Galileo operations and the Programme.	GSMC operations activities risks are updated each month. GSMC participates in the Agency's Risk Management Board and escalate risks as necessary.	2021
IVIS		Ensure the maintenance and readiness of a Business Continuity Plan.	The GSMC business continuity and disaster recovery plan is validated and kept up-to-date. All new GSMC service configurations are supported with a business continuity and disaster recovery plan updated on a yearly basis.	2023
M4	Health & Safety management (Management Process)	Maintain the responsibilities for health and safety at work and maintain a safe environment on both GSMC sites in line with EUSPA policy.	Annual review of the Agency's policy, update of applicable legal requirements at GSMC sites. Briefings and exercise drills on Health and Safety. Adaptation of the organization to the Covid-19 crisis, if necessary during the period.	2021 - 2023



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ID	Activity	Objective	Performance Indicator	Year ³
M5	Resolution and continuous improvement management (Management Process)	Ensure that problems and improvements are identified, recorded and handled.	ARBs ⁴ are organised, recurrence of which can be increased as required. The lessons learnt are captured and processed. The main service improvements are identified and planned in the service roadmap. CCB ⁵ meetings are organised to assess change requests issued by the programme, with appropriate justification files.	2021 - 2023
	Engineering and requirement management (Support Process)	Identify, analyse and implement the requirements applicable to the GSMC and track evolutions of the applicable baseline.	Requirements applicable to GSMC are managed through DOORS (Rational Dynamic Object-Oriented Requirements System).	2021 - 2023
C1		Ensure and report on the GSMC's compliance with programme requirements.	Statement of compliance and justification files are released to the programme as requested.	
		Design, validate and deploy Standard Operating Procedures (SOP) and Operational tools in support to the operations.	The baseline applicable to GSMC services and operations is identified and updated. Execution of the operations engineering process for all new GSMC service releases.	

⁴ Anomaly Review Board ⁵ Configuration Control Board



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ID	Activity	Objective	Performance Indicator	Year ³
		Define processes, tools and plans for system development activities, including maintenance for the two sites.	Manage new building evolution requirements and change requirements for existing buildings. Contribute to FR/ES infrastructure delivery reviews.	
		Ensure the security accreditation of sites and IT systems	Design of the security framework, preparation of the security accreditation documents for the new sites/systems and maintenance of the security accreditation for the existing systems. Implementation of Security Operations (SECOPs) for Communication	
C2	Operations, expertise and analysis (Core Process)	Ensure the security accreditation of sites, Services and IT systems	Information System (CIS) monitored and systems audited. Design of the security framework, preparation of the security accreditation documents for the new sites/systems and maintenance of the security accreditation for the existing systems. Critical National Infrastructures obligations are fulfilled Implementation of Security Operations (SECOPs) for Communication Information System (CIS) monitored and systems audited.	
		Provision of expertise on PRS and Galileo security	Participation and contribution to the relevant European Commission- led working groups on PRS and Security is performed. Support for the provision of PRS training and workshops for Member states for new System releases is provided. Support the consolidation of PRS and SECMON operational baseline, and the definition of GSMC operational and service evolutions (including contribution to continuous improvement of operations). Management GSMC service transitions for new service releases.	2021 - 2023
			Provide expertise and lessons learnt gained on PRS and Galileo to the other components of the EU Space programme.	



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ID	Activity	Objective	Performance Indicator	Year³
		Enable PRS access to authorised stakeholders, in compliance with PRS access rules.	PRS access management services as defined in the PRS SDD classified Annex are managed and provided in compliance with the GSMC SLA (PRS SDD Classified annexes). Regular reporting for the Programme PRS Service Exploitation Review (SER) is provided.	
		Maintain the GSMC IT Operational Systems required to meet the GSMC's core missions in both GSMC sites (master and backup).	Systems status and availability monitored, including backup and restore. Level 1 preventive and corrective maintenance. Support to Licensing, and Manage Assets.	
C3	Crisis management (Core Process)	Be ready for specific operations in case of a crisis affecting the Galileo system, including supporting the Council decision (CD 2021/698) process.	Support provided to resolve crisis affecting the EU or the Galileo system. Internal procedures are established and implemented in case the European External Action Service (EEAS) triggers Council decision instructions for Galileo.	2021 - 2023
S1	Administrative processes (Support Process)	Ensure support to the GSMC management with regards to onsite HR, procurement, legal and financial management	 Ensure that human resources activities are performed as per the EUSPA process. Ensure budget planning and follow-up for the GSMC, including the management of financial envelopes. Ensure guidance on the legal requirement for the GSMC. Ensure that the procurement is performed as per EUSPA process. 	2021 - 2023



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ID	Activity	Objective	Performance Indicator	Year ³
S2	Local security (Support Process)	Prepare for, ensure, and maintain local security operational support to protect EU classified information present on GSMC sites and its assets.	 COMSEC management: Provision of COMSEC programme within GSMC, in accordance with Galileo Programme Security instructions. Crypto account operations and management: Ensure reception, preparation and shipment of crypto items to/from crypto accounts and users. Renewal of keys supporting operational systems. Local security operations: physical security, management of guarding support, coordination with national and local authorities, and auditing activities. Briefings on security awareness. Registry control management: management of classified document registry and operators RCO certification trainings. 	2021 - 2023
\$3	Hosting management (Support Process)	Provide facilities services to support GSMC operations	 GSMC Master site in France: Establish and manage facilities management service contract Framework Handle the upgrade of building supporting classified activities. Establish the extension (construction and maintenance by FR-Ministry of Defence) and contribute to related agreement amendments. GSMC Backup site in Spain: Establish and manage maintenance in Spain for the Early and Final Configuration. Manage the upgrade of building facilities ready for classified deployment. 	2021 - 2023
		Implement, ensure, and maintain Configuration Management	Implementation and maintain up-to-date the Configuration Management Database (CMDB)	

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II.02.01.04 Public Regulated Service

The Agency will continue to carry out PRS activities entrusted to it by PRS Decision 1104/2011/EU and through the new space regulation. PRS Decision No 1104/2011/EU specifies certain tasks for the Agency to carry out, in addition to those related to the SAB and the GSMC PRS related operations. Decision No 1104/2011/EU allows for certain tasks to potentially be entrusted to the Agency, including:

- Designation as a Competent PRS Authority for the Council, the European Commission and the EEAS (Article 5(1)-b).
- Designation as a Competent PRS Authority for EU Agencies and international organisations (Article 5(1)-c).
- Being requested to provide CPAs with the technical assistance needed to perform the task entrusted to it (Article 5(9)).

Although at the time of writing the Agency has not yet been asked to be designated as a CPA for other entities, it must be prepared to perform such tasks (i.e., organisation and tools) as more requests from the European Commission, Member States, EU Agencies, and international organisations materialise. The cost of operating a CPA shall be borne by the PRS participant who designates it.

It is expected, however, that requests for the provision of technical assistance to the CPAs will increase in the next years together with the evolution of the Galileo system and of the PRS service. It should be noted that these activities will entail additional human resources.

Additionally, access to PRS technology and ownership or use of PRS receivers, as needed by the Agency in accomplishing the task referred to in Article 29 (1b) of the new regulation and any other PRS related task that the Agency performs, is subject to compliance with the principles set out in Article 8 of Decision 1104/2011/EU and related PRS Common Minimum Standards. This shall comply with the conditions defined in the Specific Arrangement concluded between the EC and the GSA pursuant to Article 14(c) of Decision 1104/2011/EU.



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II.02.01.04.01 Tasks until 2023

Some of the tasks described below are subject to a formal request from the European Commission. At the time of writing, the Commission has not requested the Agency to provide support for these activities. The first requests have, however, been received to assist audit activities on Competent PRS Authorities in 2020.

	Activity	Objective	Performance Indicator	Year ⁶
1	EUSPA internal organisation and PRS management plans	Define the structure and rules for implementing the Agency's internal organisation for the management of PRS items and PRS information.	 Annual update of PRS management plans (PRS general management plan plus supporting documents) made available one month (TBD⁷) before the following year. 	2021 - 2023
2	PRS Article 14 implementation report	Create a report summarising the management of PRS information, all movements of PRS equipment and the associated cryptographic keys, and security breaches observed in relation to the Specific Arrangement concluded between the EC and the GSA pursuant to Article 14(c) of Decision 1104/2011/EU.	Report sent to the EC within one month of the reporting quarter, every quarter.	2021 - 2023
3	Support to CPAs	Provide technical assistance to CPAs on the basis of specific arrangements.	 Definition of specific arrangements with CPAs and performance of tasks therein specified (when requested). 	2021 - 2023
5	EUSPA CPA implementation	Implementation of the GSA PRS Authority in support of entities requesting the GSA to act as their CPA (Art.5 of Decision 1104/2011/EU).	 Organisation of the EUSPA CPA and performance of specific tasks identified in the arrangements defined with the requesting entities. 	2021 - 2023

⁶ The year indicates when the Agency expects to perform the action. These dates are correct as of the time of writing and are based on current plans.

⁷ These are activities identified in Decision 1104/2011 and are not yet defined by the EC. This document will be updated once the information is available.



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	Activity	Objective	Performance Indicator	Year ⁶
6	Support to the European Commission	Provide assistance to the European Commission carrying out audits or Inspections to CPAs and reporting to the European Parliament and the Council on the compliance by the CPAs with the common minimum standards (CMS).	 On demand technical support to EC for the performance of audit to CPAs On demand (every 3 years) draft report on CPAs' compliance to the CMS 	2021 - 2023

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II.02.01.05 Communication, Promotion and Marketing of the Services

One of the Agency's core functions is to engage market stakeholders in the development and adoption of innovative and effective GNSS applications, value-added services and user technology. In support of this function, the Agency extensively monitors the GNSS downstream market, offering forecasts and distilling intelligence for the benefit of European businesses and the global GNSS marketplace. Moreover, in the 2021-2023 period EUSPA will also manage the promotion and market development activities of data, information and services offered by Copernicus. As a consequence, the already existing market segments will be combined and complemented forming a set of integrated market segments transversal to the EU Space Programme Components: Agriculture, Forestry, Fisheries and Aquaculture, Urban Development and Cultural Heritage, Insurance and Finance, Infrastructures, Road and Automotive, Aviation and Drones, Rail, Maritime and Inland Waterways, Energy and Raw Materials, Environmental Compliance, Climate and Weather Services, Biodiversity, Ecosystems and natural capital, Emergency Management and Humanitarian Aid, Consumer Solutions, Health and Tourism, Space and Governmental and Security. This will open up the opportunity to create applications across all space programme components facilitating synergies among them.

All market development and promotion activities during this period will focus on four key areas applicable to all these market segments:

- Market and user knowledge: by monitoring the EGNSS, Copernicus and Governmental market
 and user technology and analysing user needs, requirements and satisfaction, EUSPA will be able
 to understand future market and technology trends to promote full EGNSS and Copernicus
 adoption.
- Demand support: by designing and implementing an adoption roadmap per market segment,
 EUSPA will be able to ensure market readiness for EGNSS and Copernicus adoption in all application areas. This will include cooperating with chipset and receiver manufacturers, system integrators, service and solution providers, application developers and end users.
- Offer Creation: implemented through the development of the downstream applications based on the Space components, including also Fundamental Elements and integrated applications, as described in Sec. II.02.02.03.
- Communications and outreach activities for stakeholders, industry, user and R&D communities,
 and awareness raising activities for the general public. EUSPA will leverage the main

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communication tools and vehicles (websites, social media, established segment-specific conferences and exhibitions, stakeholder networks, etc.), as well as create unique, targeted tools (publications, videos, infographics, etc.) and initiatives (user fora, hackathons etc.), to:

- o Raise Awareness, understanding, appreciation and use of EGNOS, Galileo and Copernicus.
- Increase Participation in the Horizon Europe funding programme and build awareness of the results coming from its research and innovation activities.
- Strengthen EUSPA international profile, and position the Agency as the leading Agency in EU Space programme management.
- Successful transfer of specific messages that encourage target audiences to support the achievements of the above aims and objectives.

All market segments will see key milestones reached during the 2021-2023 programming period. In particular, important milestones will be linked to Galileo's various differentiators:

- The provision of the Open Service Navigation Message Authentication (OS-NMA) via public SiS testing (2021) and later on service (2023), which allows for the provision of information to users about the authenticity of navigation data;
- The High Accuracy Service (HAS) that will complement the Galileo Open Service (GOS) and provide higher positioning accuracy that will progressively deliver HAS SiS testing – involving key stakeholders - (2021) and Initial Service (2022)
- The Commercial Authentication Service (CAS) that will be provided on the E6 signal code encryption, further improving the robustness of professional applications by a spreading code encryption targeting its initial operational capability in 2023;
- The Search and Rescue (SAR) capability that will be available at sea, in the mountains, across the desert and in the air and will help locate people in distress with its Return Link (RL).

The Agency will continue to review and further understand user needs, with the end objective of improving EGNOS and Galileo services, enhancing existing applications and launching new emerging ones in all the market segments to reach their complete adoption. Important priorities will remain: in particular, not yet mature and consolidated markets as rail as well as safety critical applications or Critical Infrastructure will be further analysed with user requirements, value proposition and adoption strategy fostering new added-value EGNSS services.

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The number of Galileo-enabled smartphones and dual frequency GNSS receivers is continuously increasing as well as the EGNSS penetration in Maritime and regulated market as Aviation.

Galileo differentiators such as the OS-NMA, HAS, SAS, the dual, triple or quadruple frequency, will play a key role in the Road domain, contributing to the development of fully autonomous vehicles. Similarly, the abovementioned EGNSS differentiators will continue to foster the professional market segments, especially Critical Infrastructures, Energy, Insurance & Finance as well as Agriculture & Forestry and Urban Planning & Geomatics.

Taking on board Market Development and Communication activities also for Copernicus will contribute to increase the overall impact of the EU Space Programmes and the benefits for the users. Copernicus with its services (Land, Maritime, Atmosphere, Climate, Emergency and Security) and data available to users via the DIAS has an increasing strategic value and its investment needs to benefit to the best possible way to the citizens in Europe and across the globe. Market related activities need to focus also on synergies, especially between the EGNSS and Copernicus and linking georeferenced components to the Copernicus data. A special focus will be devoted to the commercial applications of Copernicus while keeping the more established scientific and public ones in mind. In this line, the three above described areas (Market and User Knowledge, Demand Support, Communication) will be systematically extended and integrated in a step-wise approach.

While trying to find synergies with existing GNSS activities, the new Copernicus Market development activities will imply undertaking the Copernicus Communication portfolio across a broad range of activities (web, social media, events) increasing significantly also the outreach activities to an increased user community both at the European level and globally



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II.02.01.05.01 Tasks until 2023

	Activity	Objective	Performance Indicator (PI)	Year ⁸
1	Market and technology monitoring, including cooperation with receiver manufacturers.	1.1 Be the source of competence in GNSS and Copernicus market and technological developments. Output of the objective is the publication of GNSS market and technology report.	Timely delivery of market and technology Data – Bi-annual reports	2021- 2023 2022
		1.2 Support chipset and receiver manufacturers in implementing EGNSS. Output of the objective is the List of receiver manufacturers with Galileo and EGNOS capability.	Timely delivery of market and technology Data – Bi-annual reports	2021- 2023
2	User scheme management.	 2.1 Build user experience and satisfaction; implement user feedback in the evolution of EGNSS. Actions to be undertaken are: Include user input in the evolution of the mission requirements document. Create EGNSS user support improvement plan based on feedback 	 Successful hand-over of user feedback in system/ service evolution (Cycle time of feedback/ requirements definition/ development and release) 	2021 - 2023

⁸ The year indicates when the Agency expects to perform the action. These dates were correct as of the time of writing and are based on current plans.



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		from downstream user sectors and their value chains. Monitor user satisfaction of EGNSS services and performance. Define the Galileo GSC support improvement plan based on feedback from downstream user sectors and their value chains.			
3	segment (Agriculture, Forestry,	 3.1 Identify needs and opportunities for services and applications. Actions to be undertaken are: Management of user fora and consultation platforms on user needs per segment. Support standardisation and certification activities. 	•	Measure level of YoY market growth per market (User fora numbers, projects number etc)	2021 - 2023
	Inland Waterways, Energy and Raw Materials, Environmental Compliance, Climate and Weather Services, Biodiversity, Ecosystems and natural capital, Emergency Management and Humanitarian Aid, Consumer Solutions, Health and Tourism, Space, Governmental and Security.	3.2 Maximise market uptake of EGNSS and Copernicus by value chain and its availability to users designing and implementing market uptake synergies by segment	•	Measure EGNSS and Copernicus implementation and their use in applications per market segment (e.g. the number of approach procedures in aviation).	2021- 2023



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4	Development and implementation of targeted communication initiatives, as well as campaigns for the general public.	 4.1Management of effective and efficient communications strategy and initiatives, including the new segments part Copernicus. Actions to be undertaken are: Participate in conferences and exhibitions and organise targeted events Create and disseminate high quality, tailored content. Manage active, internet-based communications via websites, social media, newsletters, etc. Production and targeted distribution of informative, timely and relevant print, video and multi-media materials. Seize opportunities for organising effective, tailored public, media and stakeholder relations activities. 	% agreed increasing level of YoY awareness (Satisfaction/feedback/ awareness surveys; media & electronically -articles, comments, shares, hits, tweets, likes etc)	2021- 2023	
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II.02.02 DELEGATED TASKS (FOR INFORMATION ONLY)

II.02.02.01 EGNSS Exploitation Programme Management

The EU Space Regulation 2021/696 adopted on 28 April 2021 established the European Union Agency

for the Space Programme (EUSPA), which replaces and succeeds the European GNSS Agency (GSA)

established by Regulation 912/2010 and lays down the rules of operations of the Agency. This

regulation provides an extension of responsibilities of the Agency in the European GNSS Programmes.

In particular, a number of tasks will be added in addition to the ones that were already under the

Agency's responsibility.

The Financial Framework Partnership Agreement (FFPA) and the Contribution Agreements, which

results from the negotiations between the Commission, the European GNSS Agency and ESA was

recently adopted on 22 June 2021. This agreement will allow them to carry out the space programme

in an efficient and effective manner, avoiding duplications and minimising development and

operational risks based on the establishment between ESA and EUSPA of synergies on the

competences and capabilities of each other with a clear chain of command.

For Galileo, EUSPA shall be entrusted with the following roles and responsibilities:

- The overall role of Galileo exploitation manager;

- The management, operation, maintenance, continuous improvement, evolution and

protection of the infrastructure, in particular ground-based centres and stations referred to

in Decision (EU) 2016/413 or (EU) 2017/1406, networks, including upgrades and obsolescence

management;

The development of future generations of the systems and the evolution of the services

provided by Galileo, without prejudice to future decisions on the Union financial perspectives,

including by taking into account the needs of relevant stakeholders;

The support of certification and standardisation activities related to Galileo, in particular in

the transport sector;



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- The continuous provision of the services provided by Galileo including the management of contingencies;

- The cooperation with other regional or global satellite navigation systems, including to facilitate compatibility and interoperability;
- Elements to monitor the reliability of the systems and their exploitation, and the performance of the services;
- Support the Commission in the definition and implementation of the PRS uptake and technological roadmap.

For EGNOS, EUSPA shall be entrusted with the following roles and responsibilities:

- The overall role of EGNOS exploitation manager;
- The management, operation, maintenance, continuous improvement, evolution and protection of the space-based and ground-based infrastructure, in particular ground-based centres and stations referred to in Decision (EU) 2017/1406, networks, including upgrades and obsolescence management;
- The development of future generations of the systems and the evolution of the services provided by EGNOS, without prejudice to future decisions on the Union's financial perspectives, including by taking into account the needs of relevant stakeholders;
- The support of certification and standardisation activities related to EGNOS, in particular in the transport sector;
- The continuous provision of the services provided by EGNOS, including the management of contingencies;
- The cooperation with other regional or global satellite navigation systems, including to facilitate compatibility and inter-operability;
- Elements to monitor the reliability of the systems and their exploitation, and the performance of the services;
- Activities related to the provision of services and to the coordination of the extension of their coverage.

In addition, EUSPA and ESA have decided to establish <u>integrated teams</u> for an efficient and streamlined implementation of the tasks entrusted in the frame of the Galileo and EGNOS Components.



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Furthermore, the parties have decided to set a <u>Joint Office</u> for Galileo and EGNOS involving EUSPA and ESA operational staff co-located on an ad hoc, permanent or hybrid basis at Commission's premises in Brussels, to support the Commission, notably in elaboration of Programme material for Galileo and EGNOS.

In accordance with the FFPA, the Galileo Objectives to be pursued by EUSPA in carrying out its entrusted tasks can be divided in five main areas:

- OBJECTIVE-1: Ensure Galileo services provision;
- OBJECTIVE-2: Ensure security of the Galileo Programme;
- OBJECTIVE-3: Roll out new services or features anticipated in the Space Programme Regulation;
- OBJECTIVE-4: Ensure development and deployment of Galileo Infrastructure evolutions;
- OBJECTIVE-5: Support Commission international activities.

In accordance with the FFPA, the EGNOS Objectives to be pursued by EUSPA in carrying out its entrusted tasks can be divided in five main areas:

- OBJECTIVE-1: Ensure EGNOS services provision;
- OBJECTIVE-2: Ensure security of the EGNOS Programme;
- OBJECTIVE-3: Develop new EGNOS services enabling new applications;
- OBJECTIVE-4: Ensure EGNOS evolution;
- OBJECTIVE-5: Support Commission international activities.



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II.02.02.01.01 Tasks until 2023

Activity	Objective	Performance Indicator (PI)	Year ⁹
Full exploitation programme management	Effectively and efficiently manage of the exploitation programme activities for Galileo and for EGNOS. This includes the management of the planning and execution of Galileo and of EGNOS Services Programme activities, including integrated planning, schedule, budget, costs and risks management, safety management, reporting, performance and assets management.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Service design and definition	Design and define the EGNSS services from early phases to service implementation, through the complete life cycle of the service definition	% of service milestones achieved versus plan	2021- 2023
Full service provision and operations	Manage the service provision of EGNOS and of Galileo, including the service delivery activities, the operations of the core infrastructure (including service and support facilities), its maintenance services and corresponding adjacent services (e.g. Galileo GDDN)	% Compliance with the published Service Definition Documents	2021- 2023
Corrective and evolutive maintenance	Perform the corrective and evolutive maintenance of the Galileo and EGNOS infrastructures. Be the system prime for the systems in operations	Level of compliance to the maintenance SLA and/or maintenance releases milestones achieved versus plan	2021- 2023

⁹ The year indicates when the Agency expects to perform the action. These dates were correct as of the time of writing and are based on current plans.



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Procurement of the design, development, qualification, and validation of all service-related facilities ground infrastructure	Perform the procurement of the design, development, qualification, and validation activities of all service-related facilities ground infrastructure that are necessary to achieve the service objectives. This includes SAR, GSF, SECMON, POCP, EDAS support facility.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Procurement of Galileo launches	Procure the Galileo launch services as defined in the FFPA (for Galileo starting with Launch 15).	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Management of activities assigned to the European Space Agency	Manage all the activities assigned by EUSPA to be performed by the European Space Agency. in the field of EGNSS	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Plan towards Prime of Galileo System in Operations	Ensure readiness from EUSPA to be: (i) responsible for changes to the system in operation for the purpose of (maintenance and) short to mid-term improvements; (ii) responsible for changes to the system in operation for the deployment of ground in operational infrastructure	 Timely approval of the GNSS Exploitation management Plan Timely release and implementation of the new Service and System support contract Timely update of processes Timely implement a joint EUSPA-ESA Integrated team management plan 	By mid- 2023
Plan towards OS FOC	Implement industrial activities as per "GSA Service Roadmap" Review EUSPA (Internal/External) process	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Transfer of contracting authority for Galileo contracts	Demonstrate EUSPA readiness for assignment of Galileo contracting authority for implementation of contract	 Assignment may be effective not earlier than 1 January 2023 and no later than 30 June 2023 Decision by the EC may be taken after taking into account ESA's opinion 	2023

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II.02.02.02 GOVSATCOM Coordination

In the period 2021-2023, the Agency shall conclude the preparatory activities entrusted by the Commission under the GOVSATCOM preparatory action CA:

- Consolidating the network of governmental satellite communication users, and collecting, analysing and consolidating their respective needs and requirements. That will support the creation of the needed policy instruments by the European Commission. Furthermore, an adoption roadmap addressing the several governmental application areas will be defined leveraging the synergies with the other EU space programme components which will pave the way for a rapid and harmonised access to secure satellite communications;
- Supporting the Finalisation of the definition of the GOVSATCOM security requirements, as a result
 of the assessment of relevant security aspects, such as but not limited to risk and threat analyses;
- Concluding the procurement of alternative design options for the GOVSATCOM ground infrastructure (Hub).

The following activities are to be implemented, entrusted by the Commission under the Contribution Agreement:

- Based on the user-related aspects of GOVSATCOM, implemented in the scope of the downstream activities, coordinate the service portfolio and the sharing and prioritisation of services.
- Procurement of the secure operational ground segment (GOVSATCOM Hubs). On the basis of the studies performed within the GOVSATCOM Preparatory Action, and under the oversight of the Commission, EUSPA shall act as contracting authority and manage the procurement of the development of secure operational ground segments (GOVSATCOM Hubs).
- Support, upon request of the Commission, the definition of the business, technical, legal and financial aspects of Service Level Agreements (SLAs) with Member States and providers; and their implementation.
- Security tasks related to GOVSATCOM.
- Support the Commission on system and services evolution, including security aspects.
- Support to the implementation of the security aspects of the European quantum communication infrastructure (EuroQCI) as a possible building block of future GOVSATCOM evolutions.



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II.02.02.02.01 Tasks until 2023

	Activity	Objective	Performance Indicator (PI)
1	Coordination of the governmental satellite communication users	 Consolidation of a network of governmental satellite communication users Definition of the GOVSATCOM user requirements 	 H2020 CSA project successfully imple Timely delivery of the user requirement
2	GOVSATCOM security baseline	 Definition of the GOVSATCOM security requirements 	Timely delivery of the Security requir
3	GOVSATCOM ground infrastructure	 Alternative design options for the Hub 	Procurement of the Hub studies impl

II.02.02.02a Space Situational Awareness Activities

For the SSA Component, EUSPA shall support the Commission as far as project management and technical matters are concerned, in particular in preparation of the security management and the operational users' management/coordination.

EUSPA shall as well provide support to the Commission in security, in the elaboration of the SST sub-component general security requirement, in the use of off-line encryption means, and – in complementarity with the tasks performed by the EUSST Partnership – in the Commissions responsibility with regards to SAB in the accreditation.

EUSPA shall provide technical input to the Commission Programme Committee configurations and sub-groups, expert groups, task forces, workshops, and stakeholder consultations

In case the general security requirement and the afferent Risk & threat analysis confirm the necessity to identify a structure to monitor security and to follow the instructions developed under the scope of the 2021/698/CFSP, EUSPA will be designated as this structure. In which case:

¹⁰ The year indicates when the Agency expects to perform the action. These dates were correct as of the time of writing and are based on current plans.



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EUSPA will ensure security monitoring duties (SECMON) of the SST networks and infrastructure
and be the interface of EEAS with regards to the execution of instructions defined in accordance
with 2021/698/CFSP;

- EUSPA will develop and deploy the necessary SECMON systems in complementarity with the
 infrastructure development and deployment performed by the EUSST Partnership under its
 dedicated budget and contractual framework;
- EUSPA will, in complementarity with the means deployed by the EUSST Partnership under its
 dedicated budget, ensure the deployment and operations of electronic means to exchange
 operational classified information linked to the management of incidents and the execution of
 instructions in accordance with 2021/698/CFSP between the Partnership, the Commission the
 EEAS up to the level SECRET UE/EU SECRET;

EUSPA shall monitor and report about the quality of services for users.

EUSPA shall provide a help desk which provides the main support interface between SST users and NOCs (national operation centres) regarding all information exchange related to the EUSST Service Provision Portal and the SST services and information offered.

EUSPA shall launch promotion and communication campaigns.

The tasks entrusted to EUSPA related to user uptake of information and services will be further detailed in the future.

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II.02.02.03 Research & Development Activities

The European Commission delegated to the Agency responsibility for implementing the following

Research & Development programmes:

Horizon 2020

Fundamental Elements

Both programs were running in the financial perspective 2014-2020 and the vast majority of projects

has already been concluded, however several projects will continue running in 2021.

Horizon 2020 is the EU Framework programme for research and innovation. According to the general

provisions of the Delegation Agreement signed in April 2014 and subsequently amended, the

Commission entrusts the Agency with the implementation of tasks under the following part of the

Horizon 2020 Specific Programme: Galileo-related activities within the activity "Space" of the specific

objective "Leadership in Enabling and Industrial Technologies" of Part II "Industrial leadership' as

defined in the annual Work Programmes.

Fundamental Elements is the second EU R&D funding mechanism supporting the development of

EGNSS-enabled chipsets, receivers and antennas included in the Delegation Agreement concluded

between the European Commission and the European GNSS Agency (GSA) on the Exploitation Phase

of the Galileo Programme signed on 2 October 2014. The main objectives of the Fundamental

Elements are:

Facilitate the adoption of the European GNSS Systems, building on their innovative services and

differentiators;

Improve the competitiveness of EU industry;

Address user needs in priority market segments;

Maximise benefits to European citizens.

The Agency is also entrusted with the management of project granted under the Aviation Grants.

The main objective of this programme is to increase EGNOS adoption in civil aviation. In 2021, the

Agency will be still involved in management of the on-going projects.

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Starting from 2021, EUSPA - in close coordination with the Research Executive Agency, the Climate and Innovative Networks Executive Agency and the European Health and Digital Executive Agency to guarantee the necessary synergies - has been delegated implementation of the Horizon Europe programme for the development of downstream applications based on the EU space programme components, to be performed in an integrated strategic approach with its market development and user uptake core tasks. Building on the past experience, detailed analysis of the existing R&D funding gaps as well as taking inputs from the various consultations with user, Member States and other stakeholders, the Agency plans to implement several new R&D tools including developing as appropriate excellence centres leveraging existing infrastructures and stimulating cooperation with private investors such as venture capitals.

The Agency will support the European Commission's Space Entrepreneurship Initiative CASSINI, and be part of its the implementation focusing on the commercial growth of space-related start-ups and SMEs and improving access to risk capital by attracting more venture capital funds to focus on space investments and making companies investment-ready. The CASSINI initiative will help create synergies between the EU space programme, the Commission's industrial strategy and Horizon Europe, and foster an innovative and competitive European space sector. The Agency will have a key role in managing CASSINI actions and creating a link between entrepreneurs and industrial companies and venture capital investors through a series of matchmaking events. Starting in 2021 and 2022 respectively, the Agency will manage CASSINI Prizes and CASSINI Hackathons and Mentoring, innovation competitions meant to stimulate new business concepts and products based on Copernicus and EGNSS. The Agency will cooperate with the Commission in the implementation of CASSINI Business Accelerator and CASSINI Matchmaking in 2021-22.

More in detail, the following six activities will be implemented by the Agency, under a contribution agreement between the Commission and EUSPA:

1. EIC Horizon and CASSINI Prize for digital space applications

The specific rules of the contest ("the challenge") will be published in 2021.

<u>Expected results</u>: The prize will be awarded to the three-best data-driven marine or maritime digital application(s) meeting the criteria of the contest. The application uses Copernicus and/or Galileo data

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in combination with other data sources, and aims at solving problems or meeting customer needs related to the detection, tracking, monitoring and removal of plastics in rivers, shores, coastal zones and marine environments.

The indicative budget for the prize is EUR 3.4 million from the 2022 budget.

Indicative timetable of contest(s):

Stages	Date and time or indicative period
Opening of the contest	Q3 2021
Deadline for submission of application	Q2-Q3 2022
Award of the prize	Q3-Q4 2022

Type of Action: Inducement Prize

2. EIC Horizon and CASSINI Prize for space technology products and services

The specific rules of the contest ("the challenge") will be published in 2021.

<u>Expected results:</u> The prize will be awarded to one or several best solution(s) for implementing an EU developed and manufactured fully or partially reusable microlauncher solutions using green (environmentally sustainable) propulsion and launched from EU territory. The awarding of the prize is expected to leverage more private investment capital to the contestants.

The indicative budget for the prize is EUR 5.00 million from the 2022 budget.

The prize relates to the development of European critical space infrastructure, which is of strategic importance and security-critical for the Union and its Member States. Therefore, the rules of contest will:

- a. stipulate that a proposal may be rejected for security reasons;
- b. provide further details on the development and deployment of the solution.

<u>Indicative timetable of contest(s)</u>:



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Stages	Date and time or indicative period
Opening of the contest	Q3 2021
Deadline for submission of application	Q2-Q3 2022
Award of the prize	Q3-Q4 2022

Type of Action: Inducement Prize

3. Support European "New Space" entrepreneurship through CASSINI Space Entrepreneurship Initiative 2021-2027 - Hackathons & Mentoring

<u>Implementation</u>: the action will be implemented by the Commission through a specific contract 2021-2023 under the existing Copernicus Framework Contract.

<u>Amount</u>: The contract for Year 1 of Hackathons & Mentoring will have a commitment of EUR 1.2 million on the 2020 Galileo Programme budget, and to activate the extension for Year 2+3 a commitment of EUR 2.40 million will be made on the **2022 budget of** Horizon Europe.

Expected Outcomes:

- To stimulate the spur-of-the-moment development of innovative applications based on data and information coming from Copernicus satellite images and EGNOS and Galileo positioning signals and services.
- To develop prototypes further into viable business propositions.
- To provide training opportunities on how to access and use data from Copernicus and EGNOS/Galileo with data analytics tools and artificial intelligence.
- To promote the EU's space programmes Copernicus and EGNOS/Galileo to a broader audience.

Type of Action: Public procurement

Indicative budget: EUR 2.40 million from the 2022 budget

4. Innovation activities for improved EGNSS operation and service provision

To design and validate the provision scheme of new services, the development of service demonstrators for EGNOS and for all services of Galileo (including PRS) will be required. Service Single Programming Document

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demonstrators enable early simulation of new service concepts at early stages of maturity, supporting the definition of the mission requirements. These activities will contribute to the decision of whether to implement a new service, providing initial feedback from future potential users on the various options considered and on the service provision requirements. In addition, the improvement of the complex operations is essential to improve the performance of EGNSS services. Likewise, maintenance activities must be subject to a continuous improvement process to guarantee the service continuity.

Actions under this area will cover the development and use of service demonstrators to consolidate the future EGNSS services, the optimization of the operation schemes using advanced dynamic strategies (e.g. machine learning) for Galileo constellation / system management for the efficient and continuous provision of the full portfolio of Services in EGNOS and in Galileo, and others.

<u>Indicative budget for this action</u>: EUR 5.00 million from the 2021 budget

5. <u>Development of applications for Galileo, EGNOS and Copernicus</u>

Actions under this area will address downstream R&D activities in the form of calls to proposals to be launched by EUSPA in accordance with the specification included in Annex XI.

The Agency needs to make the best use of EGNSS and Copernicus capacities for EU citizens, companies and society. Research and innovation should therefore foster the development of EGNSS downstream applications and promote their adoption in the EU and worldwide, in particular in markets with a long lead-time (e.g. maritime, rail, aviation), and in areas where Galileo offers unique differentiators (high accuracy, authentication, Search and Rescue, PRS).

Copernicus based applications and services can serve, for example, polar research, monitoring of the environment, maritime and coastal monitoring, natural disasters, civil security, migration and agriculture. They and can bring, with EGNSS, a key contribution to the European Green Deal and to the sustainable management of natural resources. The public sector should be supported as customer of space-based technologies via innovation procurement. Synergies between Galileo/EGNOS and Copernicus, as well as synergies with non-space programmes, leveraging the combination of space data with non-space data, will open new avenues for the creation of a wealth of new and innovative applications and services. The use of Copernicus and Galileo/EGNOS for the EOSC and DestinE initiatives should equally be taken into account and promoted.

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<u>Indicative budget for this action</u>: EUR 32.60 million from the 2021 budget and EUR 48.10 million from the 2022 budget

6. <u>Tender evaluation</u>, <u>project monitoring and audits (EGNSS/Copernicus downstream)</u>

This action will support the use of appointed independent experts by EUSPA for the monitoring of running projects, tender evaluation and audits where appropriate.

<u>Indicative budget for this action</u>: EUR 0.50 million from the 2021 budget and EUR 1.00 million from the 2022 budget

Legal entities:

European Union Agency for the Space Programme - EUSPA (formerly GSA)

Form of Funding: Indirectly managed actions

Type of Action: Indirectly managed action

Indicative budget: EUR 38.10 million from the 2021 budget¹¹ and EUR 59.90 million from the 2022 budget¹²

Where appropriate, the Research and Development activities will include also Fundamental Elements, integrated applications among programme components as well as actions to foster and innovative and competitive space downstream sector.

Of which EUR 19.72 million from the 'NGEU' Fund Source.

Of which EUR 32.69 million from the 'NGEU' Fund Source.



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II.02.02.03.01 Tasks until 2023

Activity	Objective	Performance Indicator (PI)	Year ¹³
H2020 on-going projects Management	Effectively and efficiently manage the ongoing projects in terms of objectives, planning, budget and reporting.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Fundamental Elements on-going projects Management	Effectively and efficiently manage the ongoing projects in terms of objectives, planning, budget and reporting.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Horizon Europe management following the DA	Launch the Horizon Europe calls for proposal following the WP, manage the projects award and implementation.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Aviation Grants	Effectively and efficiently manage the ongoing projects in terms of objectives, planning, budget and reporting.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023
Entrepreneurship Programme	Launch and implementation of the new start- up support programme.	Ratio of achieved Programme and Contractual milestones versus plan	2021- 2023

¹³ The year indicates when the Agency expects to perform the action. These dates were correct as of the time of writing and are based on current plans.



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II.02.02.04 User Uptake Activities

In addition to the R&D programs described in the section above, several activities will be performed by EUSPA in the period 2021-2023 under delegation from the European Commission:

• Support to the European Commission in the implementation of the Space Strategy for Europe In 2016, the European Commission published a 'Space Strategy for Europe', with the aims of maximising the benefits of space for society and the EU economy, fostering a globally competitive and innovative European space sector, reinforcing Europe's autonomy in accessing and using space and strengthening Europe's role as a global actor. To implement this strategy and its potential follow up, EUSPA will support EC in activities that will impact the market uptake of the Space Programme components (including support to the design and implementation of the regulatory measures, standardization activities, impact assessments, stakeholder consultations etc.).

Extension of the User Consultation Platform (UCP) to Copernicus and GOVSATCOM users.

As GSA successfully ran in the past the EGNSS User Consultation Platform (UCP) under the supervision of the Commission, in the same way EUSPA plans to manage the UCP for Copernicus and GOVSATCOM collecting user needs and requirements and addressing also synergies among all the space programmes. The consultation is an essential tool for market uptake ensuring a user centric approach. The formal process of collection of user requirements gives traceability and transparent input to the design of new services (including potentially integrated services) and improvements of existing ones, providing end users with a platform for this.

• Support to the European Commission in the area of International Relations

GNSS is operating on global scale and cooperation with non-EU partners is an essential element for the uptake of space downstream services. EUSPA will support the European Commission upon request in executing the international cooperation at industrial level as well as supporting EU companies in reaching other non-EU markets for their products and solutions.

Support to the European Commission in space data management

The potential role of EUSPA in data management relates to an enabling layer/ facilitator between the services and the final users, i.e. adaptation of the data formats and accessibility to the specific user



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needs. EUSPA can assist the DIASes (Data and Information Access Services) in business development and in assessing their market potential, while gathering the users' feedback on current approach

Capacity building activities

The backbone of innovation in GNSS is skilled and trained people. Capacity building in this regard is coming from the industry itself, R&D institutes and academia. While solid technical knowledge is acquired first at university level, the GNSS field (as other high-tech fields) is dynamic and thus the life-long-learning principle applies. EUSPA will build on successful Capacity Building activities in the past and adapt its efforts for the future, leveraging and re-shaping initiatives like GNSS professional training sessions, university networks, internship programmes and also innovative online trainings (e.g. Massive Open Online Courses (MOOCs).



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II.02.02.04.01 Tasks until 2023

Activity	Objective	Performance Indicator (PI)	Year ¹⁴
Support to implementation of EU Space Strategy for Europe	Maximize the market uptake via implementation of specific activities within the space strategy for Europe upon request of the EC	Timely delivery of inputs for the implementation of regulatory measures, standardization activities, impact assessments, stakeholder consultations, etc.	2021- 2023
User Consultation Platform extension	Annual update of user needs and requirements	 Timely delivery of the User Requirements Document extended to GOVSATCOM and Copernicus 	2021- 2023
Support to international cooperation	Implement specific support actions upon request of the EC	 Timely delivery of inputs to support the international cooperation at industrial level for EGNSS and Copernicus implementation and their use in no-EU countries 	2021- 2023
Support to space data management	Implement specific support actions upon request of the EC	Timely delivery of inputs to assist the DIASes in business development and in assessing their market potential	2021- 2023
Capacity building	Design and implement a roadmap for capacity building in downstream space	 Measure the number of GNSS professional training sessions, university networks, internship programmes and online trainings performed 	2021- 2023

¹⁴ The year indicates when the Agency expects to perform the action. These dates were correct as of the time of writing and are based on current plans.



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II.03. Human and Financial Resource Outlook (2021-2023)

II.03.01 OVERVIEW OF THE PAST AND CURRENT SITUATION

The Agency has developed a model for its staff resourcing for the EUSPA related activities amounting to 150 TAs and 100 CA/SNEs. The final decision of the budgetary authorities has resulted in the allocation of 101 additional TAs, as determined by the legislative financial statement associated with the EU Space Regulation. Concerning the CAs, the Agency has not received any additional posts and has been requested to achieve a gradual and progressive reduction in the total number of the CAs.

II.03.02 RESOURCE PROGRAMMING FOR THE YEARS (2021-2023)

II.03.02.01 Financial Resources

The overall commitment appropriations for the year 2021 amount to 57 130 215,17 EUR. This amount consists of the EU contribution in the amount 36 107 280.17 EUR approved via voted budget and additional 20 067 993 EUR transferred to EUSPA from the Space programme's budget lines upon adoption of the Space programme Regulation. The European Free Trade Agreement (EFTA) contribution for 2021 was set at 2.66 % of the EU contribution (954 942 EUR). The maximum ceiling for the EU contribution in 2022 is 68 345 460 EUR and for the year 2023 it is 72 812 237 EUR. Overall staff costs are expected to increase in 2021 by approximately 5 % to the amount of 24 922 492 EUR. Salary assumptions are based on existing real costs per grade and staff. Current correction coefficients for the place of living have been applied to staff located in the Czech Republic, France, Spain, and the Netherlands (85.2 %, 117.7 %, 94.2 %, and 113.9 % respectively for July 2020 to June 2021). Part of the staff costs are linked to the installation and one-off costs for all new staff, in accordance with the Staff Regulations. In particular during the period 2021-2023 the Agency is expecting to recruit a number of new Temporary Agents in line with a revised legislative and financial statement to undertake EUSPA's new activities as foreseen in the new regulation.

Multilingual tuition costs for children are likely to increase in proportion to the number of staff. Recruitment costs remain stable due to the fact that the Agency intends to combine recruitment procedures for similar posts to ensure efficiency and continue using the combination of online and on-site interviews when the sanitary situation will allow it.



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Mission costs (783 709 EUR) decreases due to COVID-19 restrictions. The videoconferencing is used whenever appropriate and possible.

Training costs (568 000 EUR) will increase in proportion to staff and the need for specialised trainings (i.e. cyber security trainings). The Agency has continuously sought effective and financially efficient training methods, such as group training sessions for staff where appropriate, EC aggregated training opportunities and, wherever possible, taking advantage of "in-house" training to pass on knowledge between staff members.

The Agency pays 25 % of the market rate for the Agency HQ building, which costs approximately 5.5 Million CZK per year (approximately 215 thousand EUR). Utility consumption costs are expected to increase only in proportion to the number of additional staff added in 2021. Facility management, reception, hosting services, and security services for all sites are indexed and thus will also increase to a minor extent in 2021. During the period 2022-2023 the Agency expects to continue efforts to develop a new HQ for EUSPA, driven in particular by security and ICT needs, and a new GSMC Saint-Germain-en-Laye extension of the facilities, driven by GSMC operational demands. The Agency will keep the Board and the Commission informed about the evolution and the budgetary impact of the plans for the development of new HQ in Prague, a new GSMC-FR facility and the Digital Transformation programme.

The fact that the Agency currently has a number of separate locations creates an unavoidable budget burden in terms of administrative costs. The Agency has set up IT applications and videoconferencing capabilities to minimise increasing costs associated with missions. However, there is a particular impact on investments and their associated maintenance costs that is reflected in the Data Processing and the Telecommunications budgets. In particular, the Agency plans during the period 2021-2023 to develop an EUSPA Digital Transformation programme, to ensure that the Agency has in place the IT needed to perform its functions. In particular, this is expected to include the development of two redundant data centres.

The Title 3 operational core budget covers the Agency's core tasks as stipulated by the EU Space Regulation.

EUSPA Control of the Space Programme

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Market development applications, contributions to the commercialisation and awareness of Galileo and EGNOS, and communication and promotional activities are, in total, expected to require a budget of approximately 3 900 000 EUR per year for this period.

The SAB budget of 780 000 EUR will be used for accreditation support contracts that are required to perform technical activities linked to the security accreditation process and, in particular, to the ongoing preparation of the upcoming Galileo system accreditation milestones. These support contracts are essential to providing the expected level of support to the SAB, as stipulated by the EU Space Regulation.

For the operation of the GSMC, operational support contracts will be required for 2021 in an estimated amount of 1 650 000 EUR. These support contracts will be crucial to ensuring the operational, technical and security activities supporting GSMC services for the GSMC core and back-up sites.

For EUSPA the new role on operational security assigned to the Agency by the EU Space Regulation, operational support contracts will be required for an estimated amount of up to 12 500 000 EUR per year. These support contracts will be crucial to ensuring the activities supporting this new responsibility of the Agency. Further, limited additional budgets will also be required for EUSPA's other new core tasks during the period 2021-2023, including for security accreditation of all components of the programme and Copernicus market development and communications.

II.03.02.02 Human Resources

New tasks and growth of existing tasks

The tasks and activities listed in this document require appropriate staffing, not only from programme perspective (i.e. EGNSS Exploitation, Communication, promotion and marketing of the services, Security accreditation tasks etc.), but also from an associated corporate support perspective.

In terms of the establishment plan for 2020, the Agency concluded the year with 150 Temporary Agent posts filled (including 5 offered posts), which translates into 100% fulfilment of the establishment plan.

With regard to the expected establishment plan 2021, the Agency has undertaken a preliminary exercise to allocate the foreseen resourcing to the identified tasks. The selection processes have been launched with the aim of establishing reserve lists with suitable candidates and available to fulfilling the needs of the Agency as soon as the posts are confirmed.

EUSPA Space Programme

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Concerning the CA posts, the Agency has initiated an exercise of planning a possible gradual and progressive reduction of their total number whilst paying the highest attention to ensuring the continuation of business and ensuring priorities of GSMC operations and security activities.

The Agency deploys in the best efficient way all the available resources to fulfil its assigned areas of competence to optimise the budget, relying on a pro-active, modern and forward looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The Agency will continue its effort to attract, recruit and retain highly competent staff through more integrated talent acquisition and development approach. This is to be supported through processes of strategic workforce planning including external and inter-agencies recruitment and internal staff deployment promoting career development. Recruitment will continue to utilise extensive and targeted advertising of the vacancy notices through the new EUSPA e-recruitment tool, specialised job boards as well as social media combined with initiatives to increase its visibility and employer branding. Video interviewing suite will continue to be used as an additional tool to streamline the selection procedures and to obtain the best qualified candidates.

The Agency will continue to make strong use of the corporate Commission learning management system which will further strengthen the cost-efficient approach in relation to developmental activities. Specific training activities with regard to the areas of the Agency, i.e. cyber security, will continue.

Effort will be dedicated to further streamline and automate the human resources management processes to achieve efficiency gains. In this context, the Agency shall continue on the implementation of additional Sysper modules. The Agency will further consolidate the use of online tools for various HR processes (i.e. recruitment and performance management).

II.03.03 STRATEGY FOR ACHIEVING EFFICIENCY GAINS

Efficiency gains are expected on a qualitative level due to:

 Compliance with applicable management standards, ISO 9001 requirements, and the European Commission's Internal Control Standards.



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 Effective use of the WBS for analysing and streamlining activities and processes, identifying synergies among departments and avoiding work overlaps.

- Regular assessment of the allocation of resources to ensure they align with priorities.
- Efficient mission management: videoconferencing is being utilised wherever appropriate and, when possible, missions are being planned in advance.
- Synergies with other EU agencies in areas such as procurement to reduce costs through economies of scale and reduce the administrative burden.
- Efficiency gains through more automated work (e.g. implementation of an e-tool for recruitment,
 e-HR tool (Sysper), paperless performance management tools, an IT e-ticketing system, the
 introduction of a budget management tool to facilitate budgetary planning and execution,
 implementation of a fully-fledged Document Management System, and the use of a paperless
 financial validation tool).
- The ratio of administration to operations has been reduced at 17:83 (2019).

Negative priorities/Decrease of existing tasks

Overall, the Agency's tasks are being maintained or are increasing in a number of areas. This means the scope for finding savings from decreases within existing tasks is extremely limited. It should be noted, however, that the Agency does thoroughly review its priorities on an annual basis through the objective setting exercise to best focus its energies, with regular status checks and a possible reprioritisation on a quarterly basis through the Quarterly Progress Meeting chaired by the Executive Director. It is noted that, so far, no negative priorities have been identified as all identified tasks need to be performed, and that the big majority of the Agency's activities are delegated activities where the workload coming from the Commission continues to increase, rather than decrease. Where it has not been possible to undertake particular activities by Agency staff members due, in particular, to staffing constraints, a recourse to outsourcing has been opted for.

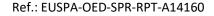
Redeployment of resources in view of budgetary constraints

The Agency analyses the allocation of posts to optimise the use of existing resources, including staff redeployments when required, but in particular when there are changes in the tasks related to either core or delegated tasks. As a multisite Agency, this can mean the redeployment of staff between different sites. It should be noted that the redeployment of resources is also mirrored through changes in the Work Breakdown Structure, which provides the mapping of all tasks.



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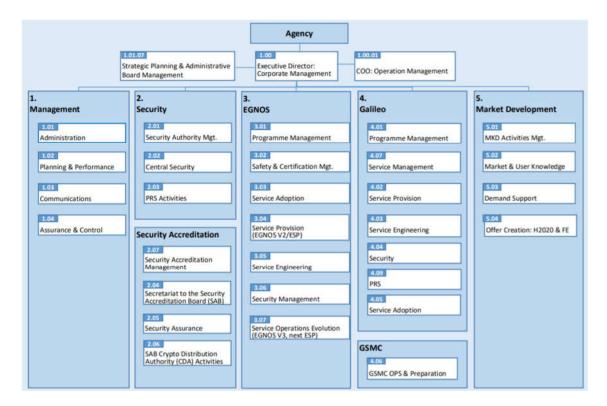
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Section III - Work Programme 2021

This section is the equivalent of a financing decision in accordance with Article 68 of the GSA Financial Regulation¹⁵. Further, article 32(3) specifies that this document should contain the following items:

- Description of all activities that require financing (in this section);
- Indication of the amount of financial and human resources allocated to each activity (included as a specific section for each activity listed in Section III.02); and
- Indication of any tasks that have been added, changed or deleted in comparison with the previous financial year (included in the tables for each objective linked to each activity).

All activities are mapped in the Agency's Work Breakdown Structure (WBS) below. Each objective is organised with the appropriate WBS number as a reference.



Single Programming Document

¹⁵ Ref: GSA-AB-WP-32

EUSPA

Ref.: EUSPA-OED-SPR-RPT-A14160

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III.01. Executive Summary

The Agency's 2021 core activities are an extension of its activities from previous years. The SAB will

continue to authorise ground stations and the systems in their various configurations. The Agency

expects that more authorisations will be requested by manufacturers who wish to build receivers or

security modules for the PRS, especially now that the provision of services has been activated.

Activities related to all accreditation tasks will continue as expected as the Agency works towards

completing the Galileo constellation.

Separate from its accreditation work, the Agency also intends to work on other security-related tasks.

These will focus on the PRS in general and, in particular, implementing the Agency's responsibilities

regarding Competent PRS Authorities and the assistance it provides to other CPAs should the

adequate level of human resources be made available. No core budget was allocated to this activity

in previous years.

At of time of writing the new space regulation is still under discussion, and therefore this section of

the document is drafted based on the current regulation. Once the new space regulation has been

adopted, this document will be updated in line with the new tasks and resources of the Agency.

The Agency will upgrade its service capabilities associated with the GSF and SOIF/SECMON programme

deliveries. It will also pay close attention to the reorganisation of the GSMC-sites and the impact this

reorganisation has on the operation and migration of new system releases.

The Agency utilises an Integrated Management System (IMS) to safeguard service quality and

continual improvement of its services, which has been ISO 9001 certified since December 2014.

The Agency's controls will be adapted to the new EC Internal Control Framework.

III.02 Core Activities

III.02.01 SECURITY ACCREDITATION (WBS 2.04, 2.05, 2.06)

In accordance with the regulation, the Security Accreditation Board (SAB) prepared section III.02.01. It

is being incorporated into this work programme, without any change.

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III.02.01.01 Overview of the Activity

The SAB, an independent body within the Agency, is the security accreditation authority for all the

components of the Space Programme of the Union.

The Agency's security accreditation activities enable the SAB to make informed decisions, most

notably on:

the approval of satellite launches,

the authorisation to operate the systems set up under the components of the Programme or the

elements of these components in their different configurations and for the various services they

provide, up to and including the signal in space,

the authorisation to operate the ground stations, and

as regards the networks and the equipment connected to the PRS service or to any other secure

service stemming from the components of the Programme, the authorisation of bodies to develop

or manufacture sensitive PRS technologies, PRS receivers or PRS security modules or any other

technology or equipment which has to be checked under the general security requirements

referred to in Article 34(1), taking into account the advice provided by national entities competent

in security matters and the overall security risks.

These security accreditation activities include:

SAB secretariat: includes organising a secretariat of staff, allocated to the SAB, to prepare and

facilitate the meetings of the SAB and its subordinate bodies, and support security

accreditation decisions. SAB meetings are planned to address the needed decisions for the

various programme milestone for the 5 components of the Programme, after due consultation

of the SAB subordinate bodies. The SAB secretariat maintains and retains all security

accreditation decisions made by the SAB.

Support to SAB management: including managing and drafting the work programme, budget,

staff establishment plan, and day-to-day management of the Security Accreditation resources

(staff and resources).

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 Management of special subordinate bodies: the staff allocated to the SAB guarantees the chairmanship, provides professional expertise and the administrative secretariat for special subordinate bodies such as the Security Accreditation Panel and its expert groups.

- System, service and operation level activities: system reviews encompassing design, service and operation accreditation aspects, security assessments to verify that the system-specific security requirements and other applicable security requirements are met. For technical milestones of Programme components, Agency staff allocated to the SAB are supporting the SAB in examining the security features of the system (according to the predefined scopes of each milestone) to verify compliance to security requirements, that the system is sufficiently secure to allow EU Classified Information to be processed by it, and that the service authorisation can be maintained.
- Independent security assessments and audits: the staff allocated to the SAB coordinates security assessments and audits to verify the security posture of the system and in particular the status of the cyber measure implementation;
- Ground station level activities: staff allocated to the SAB conduct security audits and assessment of sites against security requirements, in collaboration with LSAA (Local Security Accreditation Authority).
- Authorisations of bodies to develop or manufacture sensitive technology: staff allocated to
 the SAB provide administrative support to the process of SAB authorisation of bodies, such as

 in the case of Galileo- for developing and manufacturing sensitive PRS technologies, PRS
 receivers or PRS security modules.

III.02.01.02 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1 Implemented by

Operate effective administration of the SAB so as to support timely decision making

SAB Secretariat (WBS 2.04.01)

Expected Results

- Reporting to SAB chairman
- SAB meeting plan proposed in coordination with the Programme to anticipate possible milestones



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	Distribution of working papers in due time before each meeting					
	Establishment of minutes in due time after each meeting					
	Administrate wri	itten procedure	es as necessary			
	Record and transmit all SAB decisions					
Status	Objective continues from last financial year					
Indicators		Result 2019	Target 2021	Means & frequency of verification		
Successful implementation of required		100%	100%	Quarterly Review		

Outputs relating to the multi-annual work programme objectives:

- Up-to-date register of SAB actions and decisions
- SAB minutes of meeting

administrative processes.

- Yearly SAB meeting plan
- Archive of Accreditation Statements
- Up-to-date register of SAB membership

Other outputs:

- Security accreditation reports
- Recommendations to SAB / SAB chairman

Support to SAB management			
SAB Management (WE	3S 2.04.02)		
Budget adopted	'		
Objective continues from last financial year			
	Result 2019	Target 2021	Means & frequency of verification
s) provided on time to	yes	yes	SPD process compliance
	SAB Management (WE Work Programme Budget adopted Establishment Pla	SAB Management (WBS 2.04.02) Work Programme adopted Budget adopted Establishment Plan adopted Objective continues from last financi Result 2019 ming Document (SAB s) provided on time to	SAB Management (WBS 2.04.02) • Work Programme adopted • Budget adopted • Establishment Plan adopted Objective continues from last financial year Result 2019 Target 2021 ming Document (SAB s) provided on time to

- Draft 2021 SAB Work Programme
- Draft 2021 SAB budget
- Report on 2020 SAB budget
- Draft/update SAB Staff Establishment Plan

Annual Objective 3	To provide all authorisation statements needed by the Programme and approved by SAB
Implemented by	Security Accreditation Statements (WBS 2.04.04)
Expected Results	Approvals of satellite launches
	 Authorisations to operate the systems set up under the Programme's components or the elements of those components in their different configurations and for the various services they provide, up to and including the signal in space.
	Authorisations to operate the ground stations
	Security accreditation statements



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	Changes to existiRe-accreditation	,	editation staten	nents
Status	Objectives continue f	rom last financi	al year	
Indicators		Result 2019	Target 2021	Means & frequency of verification
	ments provided to nagement within two ision.	100%	100%	Quarterly review

- Approval to launch
- Authorisations to operate the system in its different configurations and services
- Authorisation to operate the ground stations
- Various accreditation statements following Programme request for accreditation

Ensure management of chairmanship	the special sub	ordinate bodies	and their expert groups including the
Panel Management (WE	BS 2.05.05)		
Organise meetings toPreparation for techMoM approved at e	throughout the hnical discussion each meeting	on in each meeti	
Objective continues from	m last financial	year	
	Result 2019	Target 2021	Means & frequency of verification
 Successful implementation of required administrative processes. Minutes of meeting submitted for approval at each meeting Outcomes of each meeting reported to each SAB All accreditation milestones and other decisions in SAB Agenda, in 		100%	Quarterly Review
		For each meeting	
		For each meeting	
curity risk assessment, by the subordinate body	100%	100%	
1	chairmanship Panel Management (WI Propose meeting pl Organise meetings Preparation for tecl MoM approved at e Deliver accreditation Objective continues fro implementation of implementation of implementative processes. meeting submitted for each meeting of each meeting each SAB tation milestones and ions in SAB Agenda, in curity risk assessment,	chairmanship Panel Management (WBS 2.05.05) Propose meeting plan Organise meetings throughout the Preparation for technical discussion MoM approved at each meeting Deliver accreditation recommends Objective continues from last financial Result 2019 implementation of Implementati	Panel Management (WBS 2.05.05) Propose meeting plan Organise meetings throughout the year Preparation for technical discussion in each meeting MoM approved at each meeting Deliver accreditation recommendations from the Objective continues from last financial year Result 2019 Target 2021 implementation of Implement

- Security accreditation recommendations from the subordinate body to the SAB
- Briefing to SAB and SAB chairman on the outcome of the subordinate body

Annual Objective 5	Ensure independent assessment of system level security
Implemented by	System Security Assurance (WBS 2.05.01)
Expected Results	 Carry out independent security assessments and system audits/reviews and report to subordinate body/SAB accordingly Participate in security-sensitive programme reviews at system level and, where necessary, ad hoc participation in segment reviews Monitor risks and treatment plans and report to subordinate body/SAB accordingly



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· · ·	•	ū	egies to ensure consistency with the ents as appropriate
Status Objective continues from	om last financi	al year	
Indicators	Result 2019	Target 2021	Means & frequency of verification
 Participation to security-sensitive Programme reviews when invited by the Programme. Organisation of independent security vulnerability tests and/or system audits allocated to SAB. 	100%	100%	Quarterly Review

Outputs relating to the multi-annual work programme objectives:

Recommendations to SAB

	Annual ective 6	Assurance for keys (organise special subordinate body to the SAB comprised of Member State security experts in order to provide assurance on the management of Programme flight keys, and the verification, monitoring and assessment of the establishment and enforcement of procedures for accounting, secure handling, storage, distribution and disposal of the PRS keys of Galileo)				
Imple	mented by	Assurance on keys (Wi	3S 2.06)			
	xpected Results	 Propose meeting p Organise meetings Preparation for tee MoM approved at Deliver accreditation 	s throughout th chnical discussi each meeting	on in each mee	ting e subordinate body to SAB	
	Status	Objective continues fro	om last financia	al year		
Indicat	ors		Result 2019	Target 2021	Means & frequency of verification	
me ins		organisation of following SAB tion milestones and	100%	100%	Quarterly Review Quarterly Review	
nee	ed of a te	ons in SAB Agenda, in chnical assessment, y the group of experts				
"	ccessful quired ad	implementation of ministrative processes	100%	100%	Quarterly Review	
		meeting submitted for each meeting	For each meeting	For each meeting	Quarterly Review	



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 Outcomes of each meeting reported to each SAB Timely execution of tasks related to flight key assurance per each 	For each meeting	For each meeting	Quarterly Review
launch campaign	N/A	For each launch	Annual
Outputs relating to the multi-annual wo	rk programm	e objectives:	

Assurance statements to SAB meetings

- Recommendations to the SAB and/or SAB Chair

Annual Objective 7	Prepare for the new SA	AB regulatory r	esponsibilities o	on Copernicus, GOVSATCOM and SSA
Implemented by	SAB Management (WE Security Accreditation	,	2.04.03)	
Expected Results	GOVSATCOM • progressively	, SSA) initiate the acc	reditation activ	e three new components (Copernicus, ities for Copernicus, GOVSATCOM, and mentation as per Objectives above.
Status	New Regulation	·····		
Indicators		Result 2019	Target 2021	Means & frequency of verification
for Copernicus,	ccreditation activities GOVSATCOM, and SSA o the SAB processes	N/A	yes	Annual review

- Contact network with main security stakeholders and security bodies active in Copernicus, GOVSATCOM, and SSA
- Plan for relevant accreditation documents (e.g. Security Accreditation Strategy) as base for the start of the accreditation of Copernicus, GOVSATCOM, and SSA
- Plan for initial accreditation activities for Copernicus, GOVSATCOM, and SSA
- Proposal for the reorganisation of the SAB and its subordinate bodies to accommodate the accreditation of the new components



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III.02.02 OPERATION OF THE GALILEO SECURITY MONITORING CENTRE (WBS 4.06)

III.02.02.01 Overview of the Activity

In 2021, the Agency will ensure the continuity of GSMC operations in-line with the Service Level Agreement.

The Agency will upgrade the GSMC service capability based on the system capability associated with the GSF and the P2.2.1.1/SOIF 1/SECMON programme delivery and the GRON v1.1 programme delivery, and with including their deployments and upgrades in the GSMC back-up Early Configuration in Spain. Regarding hosting in France and Spain, the current buildings ("Early Configurations") will be used till ramp-up towards Final Configurations buildings.

III.02.02.02 Objectives, Indicators, Expected Outcomes and Outputs

The Agency has defined six strategic objectives for the GSMC.

Annual Objective

1

Implemented by

Operations (WBS 4.06.01)

Operations, expertise and analysis:

Security and system status Monitoring: monitor system security and health, detecting, containing, investigating and reacting to security incidents (System Incident Management)

PRS access management: enable access to PRS to authorised stakeholders, in

- compliance with PRS access rules (including the Common Minimum Standards) within the limit of the system design. Manage the lifecycle of PRS access in order to assure service continuity, including through service support and secure communication interfaces.
- <u>Cyber Security Management</u>. Galileo vulnerabilities management by consolidating the cyber vulnerabilities present in the Galileo operational systems, linking them to the current threat landscape (i.e. threat intelligence) and monitoring their lifecycle until their effective correction
 - <u>Crisis management</u>: specific activities and configuration of the GSMC to respond to the needs and requirements of a crisis affecting the Galileo system, including supporting any Council Decisions (CD 2021/698). This will be activated only under specific conditions.
 - IT OPS Sysadmin support: Ensure on-going L1 maintenance of the IT operational and validation systems in both GSMC sites (FR and ES). Support to configuration and asset management, escalation to Level 2, and liaison with Supporting ICT systems.

Status
Indicators Results 2019 Target 2021 Means & frequency of verification



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Incident handling/defined SLA	Restricted	Restricted	GSMC monthly report
PRS access service within agreed response time	Restricted	Restricted	GSMC monthly report
GSMC availability	Restricted	Restricted	GSMC monthly report

Other indicators for this objective are marked as RESTREINT-UE/EU-RESTRICTED and available in the GSMC monthly report.

- System status and security monitoring: incident handled, escalation of Member States or to CD 2021/698, resolution of security incident, assessment of vulnerabilities and recommendations, security reports, anomalies and requests for change/deviation/waiver, Service Level Agreement chart
- PRS access management: availability of PRS access, workarounds, PRS security reports, Notification to Galileo Users, anomalies and requests for change/deviation/waiver, Service Level Agreement chart
- Crisis management: Council Decision (JA) instructions implementation report, Notification, Council Decision assessment report, Acknowledgement of the cancellation of a Council Decision
- Security Expertise and Analysis
- Operations: service validation campaigns execution and reports, IT OPS systems availability, local operations procedures development and implementation.

Annual Objective 2	Ensure Engineering activities in support of deployments and operations
Implemented by	Engineering (WBS 4.06.02)
Expected Results	 Service and requirement management: Maintenance of the applicable baseline (Concept of Operations) Identification, analysis and flow-down of requirements that could impact the GSMC Ensure on GSMC compliance with programme requirements System operations and supporting activities engineering: Design and validate new procedures, support to the operations, as well as the related business continuity plans. Train and Certify operators for the new GSF/SOIF/SECMON equipment. Technical engineering: Identify and define the processes, methods, tools and logic of system development activities, including maintenance and support capabilities for the two sites Manage the lifecycle of the technical processes that lead to the inproduction setting of new technical supporting assets and processes GRON deployment, qualification and accreditation of GRON. Configuration Management: through the CMDB implemented at GSMC, following configuration management, maintaining configuration status accounting and performing configuration audit.
	Site and system security accreditations:
Status	
Indicators	Result 2019 Target 2021 Means & frequency of verification



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% of success rate of operator training (certification)	SECMON: 100% PRS: 100%	100%	Certification reports
Percentage of data-packs timely released for accreditation requests (new or renewals) against annual plan baseline schedule	100	100%	Contribution to reporting on a monthly basis, both internally and to the Commission; EUSPA quarterly review.

Outputs relating to the multi-annual work programme objectives

- Requirement management: service level management, statement of compliance with SSRS
- Engineering: validation reports, overall catalogue of operations procedures, anomalies, change requests
- · Technical engineering: new catalogue of maintenance procedures, anomalies, change requests
- Hosting engineering: lead in follow-up of new buildings deployments by France and Spain. Establish
 requirements for upgrades or changes to existing infrastructure as necessary for deployment of
 operational IT systems or hosting availability. Contribute to monitoring or validating the implementation
 of such changes.
- Site and system security accreditation:
 - Security Risk Analysis, CIS and sites security accreditation data-pack followed by Authorisation to Operate, security accreditation plan updated, SECOPs maintained, periodic audit reports
 - o Access granted or denied to staff, staff security briefed.

Configuration Management:

 A CMDB that ensures the process for establishing and maintaining consistency of GSMC systems performance, functional, and physical attributes with requirements, design, and operational information overtime.

Annual Objective 3	Ensure the availability of Hosting Services
Implemented by	Hosting management (WBS 4.06.03)
Expected Results	 Hosting management: prepare for, ensure and maintain technical operations support to provide site hosting and equipment necessary for the core missions of the GSMC and its staff. Provide a continuity of hosting services through building maintenance and extra request management related to the evolution of the facilities and IT: Facilities management (Hosting Services). Ensure the provision of uninterrupted hosting services of Early Configuration (Facility maintenance, technical support, obsolescence management, logistics and ancillary support). Maintain GSMC dual site capability Final configurations buildings constructions: support structural works and accreditation processes in order to reach GSMC-FR long term extension and GSMC-ES Final configuration building delivery in accordance with programme objectives.
Status	
	Result 2019 Target 2021 Means & frequency of verification



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 Final Configuration (GSMC-FR) 	Aug: Contractor selected: done	Works progress check points	CP/Review board successful
 Final Configuration	SDR in March:	SEC SAR	
(GSMC-ES)	successful	Q4 2021	

Outputs relating to the multi-annual work programme objectives:

Hosting management:

- Early configuration:
 - o Hosting capabilities to support activities at GSMC-FR

Management (WBS 4.06.04)

- o Capability to support the GSMC dual site operational configuration.
- Final configuration:
 - Buildings constructions ramp-up at GSMC-FR: Construction of a new building ready for classified deployment.
 - o Final configuration building completion at GSMC-ES in 2021.

•

Annual Objective 4

Ensure continuity of service of GSMC operations, continuous improvement, quality and efficiency

Implemented by

Management of the organisation and communication:

- Organise activities to ensure the GSMC milestones are achieved on time using available resources while also ensuring the reliability of information and its timely dissemination
- Lead the organisation by providing a clear strategy

Integrated Management System and Product Assurance:

- Guarantee maintenance of the Agency ISO 9001 certification, including adaptation to ISO 9001 evolutions
- Coordinate PA/QA RAMS activities related to EC-EUSPA Delegation Agreements in line with GSOp, GSC and GRC requirements
- Support the activities of the ARB, NRB, and CCB

Expected Results

Risk and business continuity and disaster management:

- Risk management: identify potential risks that could impact the proper functioning of the Galileo programme and undertake relevant actions to mitigate those risks
- Business continuity and disaster: in case of service breach, ensure availability and continuity of services in a reduced functionality mode

Health and safety management:

 Implement EUSPA policy relating to health and safety at work, provide and maintain a safe work environment for staff, visitors and contractors

Resolution and continuous improvement management:

 Ensure that problems and actions for improvement are identified and handled until the business cases are delivered to the Change Approval Board for implementation and/or the non-conformance is solved

St	a	tı	15

Indicators Result 2019 Target 2021 Means & frequency of verification



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Management: Monthly/quarterly report released per year	12 monthly reports 4 Quarterly reports	12 monthly reports 4 Quarterly reports	GSMC monthly report and QIR (Quarterly Implementation report)
 Quality: percentage of audit performed/planned 	100%	100%	EUSPA quarterly review
Business Continuity plan update 1/year	One	One	Yearly update

Outputs relating to the multi-annual work programme objectives¹⁶:

- Management of the organisation and communication: planning execution, budget metrics
- IMS: ISO 9001 certification
- Health and safety management: Document Unique d'Evaluation des Risques professionnels, Plan de prévention (according to French regulation)
- Risk and business continuity disaster management:
 - Risks are monitored and controlled
 - o GSMC business continuity plan updated and tested
- Resolution of anomalies and continuous improvement: Anomalies (problems) and NCR solved, effective PA organisation, service evolution roadmap

	Objective 6
Impl	emented by

Ensure local security on GSMC sites

Security (WBS 4.06.06)

Local security: prepare for, ensure and maintain the local security needed to protect EU classified information and assets present on site.

 Registry control management: handling and storage of classified documents, management of classified document registry, ensuring the timely on- and off-site EUCI back-ups, briefings on EUCI handling and storage. Preparation of operators RCO certification trainings.

Expected Results

 Local security management: Ensure personnel and physical security including facilities, activities and information; management of guarding support, coordination with national and local authorities. Auditing activities. Briefings on security awareness.

COMSEC management and crypto management and operations: Manage COMSEC/crypto procedure evolutions and validations. Ensure reception, preparation and shipment of crypto items to or from crypto accounts and users, destroying crypto material, performing PKI, non-PRS keys and SINA VPN management and operations and regulatory inventories and audits.

Status

IndicatorsResult 2019Target 2021Means & frequency of verification• All EUSPA staff and Contractors are briefed on security within two weeks of their arrival at GSMC99%100%Reported to GSMC management monthly and yearly

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¹⁶ This excludes any activities on the new back-up site



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100% Staff follows the annual awareness on Security, health and safety (incl. Comsec if required)	99%	100%	
All security incidents are instructed and reported	100%	100%	
EUCI are audited each month	12	12	Annual EUCI report
Annual EUCI and COMSEC audits	1	1	Annual EUCI and COMSEC audit reports

Outputs relating to the multi-annual work programme objectives:

- Registry control management:
 - Up-to-date registry¹⁷ (successfully audited)
 - o Classified information managed according to procedures incidents managed
 - o Staff EUCI briefed
 - EUCI backed up (on- and off-site)
- Local security management:
 - Staff security briefed
 - o Supervision of RCO functioning through regular audit
- Management of physical security of the site COMSEC and crypto management:
 - Up-to-date account registry (successfully audited)
 - o Transportation plan executed
 - o Crypto assets and keys managed according to procedures incidents managed
 - o Key and certificates timely renewed

III.02.02A OPERATIONAL SECURITY OF **EGNSS** COMPONENTS

III.02.02a.01 Overview of the Activity

The new regulation states (Art. 34(2)) that the entity responsible for the management of a component of the Programme shall be responsible for the operational security of that component and shall, to that end, carry out risk and threat analysis and all the necessary activities to ensure and monitor the security of that component, in particular setting of technical specifications and operational procedures, and monitor their compliance with the general security requirements of that component. For Galileo and EGNOS that entity shall be the Agency.

The objectives are set up in order to undertake the relevant activities for both Galileo and EGNOS.

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¹⁷ Regarding CONFIDENTIEL UE/EU CONFIDENTIAL or SECRET UE/EU SECRET.



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It has to be noted that similar activities for the EU GNSS components have been already undertaken by the Agency in previous years, in particular under delegation from the European Commission.

III.02.02a.02 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Galileo Threat a	nd Risk analysi	S	
Implemented by	Security Accreditation (WBS 4.04.11)			
	milestones o Ris o Ide	and activities: ik and threat ar entified securit	nalyses y risks	Security Plan registering, for the turn
	Maintain th	e Galileo Secui	rity Accreditatio	n Milestones and Schedule
Expected Results				vith the operations and service
	 Report the status of the security risks and the required mitigations to the relevant Galileo Management Boards and bodies Prepare, deliver and report on the accreditation files to the Security Accreditation Board (SAB) and its subordinate bodies to obtain the required authorisations as per the regulation. 			
Status	New objective r	elated to new o	core task	
Indicators		Result 2020	Target 2022	Means & frequency of verification
Risk analysis and ident Galileo Programmodelivery to SAB for de	e milestones	N/A	100%	SAB meetings (4 per year) and as required
Galileo Services and S Plan	System Security	N/A	100%	Quarterly
Galileo Security Milestones and Sched	Accreditation lule	N/A	100%	Quarterly
Outputs relating to th	ne multi-annual v	vork programn	ne objectives:	
The Galileo Servio	ces and System So	ecurity Plan		
	ity Accreditation	•	d Schadula	

Annual Objective 2	Galileo Operatio	ons Security		
Implemented by	Service Provisio	n Security (WBS	4.04.14)	
Expected Results	requiremerMonitor an system in oEnsure secu	nts d track the imp perations urity oversight o er Security gov	lementation of	of the applicable high-level security f the identified treatment plans for the tors r Security Manager and Cyber Internal
Status	New objective r	elated to new co	ore task	
Indicators		Result 2020	Target 2022	Means & frequency of verification
Number of Service Ex Reviews – security se	•	N/A	2	Bi-annual



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Number of QSPR on GSOp – review of implementation reports	N/A	4	Quarterly
Outputs relating to the multi-annual wo	rk programm	e objectives	:
Service Exploitation Reviews – securi	ty sessions: r	onart an imn	lamontation status of requirements

Annual Objective 3 Implemented by EGNOS Threat & Risk analysis Mission Level Security Management, Systems and Site Security (WBS 3.06.01, 3.06.02, 3.06.07) - EGNOS V2 in Operation, EGNOS V3 under development • Maintain the EGNOS Services, System and Sites Security Plan registering for the milestones and activities • Risks and threat analysis (V2+V3) • Identified security risks (V2+V3)

Expected Results

Site Accreditation Review (SAR)
 Maintain the EGNOS Security Accreditation Milestones and Schedule (SAMS V3)

o Identified treatment plan and status of implementation (V2+V3)

- Management of security risks associated with the operations and service delivery (V2)
- Report to the EGNOS Management Boards and bodies the status of the security risks and the required mitigations
- Prepare, deliver and report on the accreditation files to the Security
 Accreditation Board (SAB) and its subordinate bodies to obtain the required
 authorisations a per the regulation (V3)

Status New objective related to new core task

Indicators	Result 2020	Target 2022	Means & frequency of verification
Number of accreditations Data packages prepared over the number of expected accreditation milestones	N/A	100 %	SAB meetings (4 per year) and as required
EGNOS V3 Services and System Security Plan (including sites)	N/A	100 %	As required
EGNOS V3 Security Accreditation Milestones and Schedule	N/A	100%	Quarterly
EGNOS V3 Sites SAR	N/A	100%	See in SAMS V3

- The EGNOS Service Evolution Plan SEP
- The EGNOS V2 and V3 Services and System Security Plan
- The EGNOS V3 Security Accreditation Milestones and Schedule

Annual Objective 4	EGNOS Operations Security
Implemented by	Service Provision Security (WBS 3.06.03)
Expected Results	 Ensure implementation and follow up of the EGNOS SMP at programme and Service Provision contracts level Ensure security oversight of the GEO and EGNOS Service Providers contracts activities in the field of security



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	<u>_</u>		9	report to EC) are managed
Status	New objective	related to new	core task	
Indicators		Result 2020	Target 2022	Means & frequency of verification
Number of Service Exp Reviews – security sess (EC/Agency QPM)		N/A	100%	The reviews are held quarterly together with the Commission.
Number of EGNOS Ser Reviews – security sess		N/A	100%	Monthly Meeting (SPMR) + on Annual Meeting (ASPR)
Number of EGNOS GEO Providers Reviews – se		N/A	100%	3 per year in the initial phase then per year
Outputs relating to the	e multi-annual v	vork programm	e objectives:	

III.02.03 PUBLIC REGULATED SERVICE (PRS) ACTIVITIES

III.02.03.01 Overview of the Activity

The Agency will continue to carry out PRS activities entrusted to it by PRS Decision 1104/2011/EU.

These include:

- Implementing the arrangement concluded between the European Commission and the Agency
 pursuant to Article 14(c) of Decision 1104/2011/EU. This includes the implementation and
 maintenance of all tasks (e.g. handling of PRS information and PRS items, PRS companies'
 database, risk analysis, internal auditing, etc.) the Agency is required to perform¹⁸ to ensure
 compliance with the PRS framework.
- The implementation and maintenance of the Agency's functionalities, development of relevant processes and tools and maintenance of required infrastructure (e.g. tools) to enable the Agency

¹⁸ The requirements set out in the Arrangement concluded between the EC and the Agency pursuant to article 14(c) of Decision 104/2011/EU need to be enforced for both core operations (e.g. Accreditation, GSMC) and any delegated activity related to the PRS.



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to perform those tasks that can be entrusted to it by virtue of Article 5 (in particular, 5.1.(b), 5.1.(c), 5.9) of the PRS decision¹⁹.

In 2019, the Agency carried out an analysis of the activities that it may need to perform for the access to PRS and the handling of PRS items for the purpose of its mandate, and/or activities to provide technical assistance to CPAs in performing their tasks. On the basis of this analysis the Agency's organisational structure was defined to support implementation of the related activities.

The first implementation of such a new organisation, required to allow the Agency to manage the access to the PRS in compliance with the Arrangement pursuant Article 14(c) of Decision 1104/2011/EU has happened in 2020.

III.02.03.02 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1 Implemented by

Implementation of PRS Article 14c arrangement

Manage the implementation of Article 14c (WBS 2.03.06)

This objective includes all activities related to managing the implementation of the EC-EUSPA arrangement pursuant to Article 14(c) of the PRS Decision, in particular regarding the different reporting streams, compliance checks and associated risk assessments. This objective also implements the provisions related to the Agency's access to, use and ownership of PRS information, PRS technology and PRS items. This activity includes:

- Preparing and maintaining the PRS management plans (Access to PRS General Management Plan, PRS Management Plan (PMP) and the related PRS information management plan (PIMP) and PRS key management plan (KMP)) defining the organisational structure and the rules for implementing the management of PRS items, PRS technology and PRS information
- **Expected Results**
- Reviewing the Article 14(c) arrangement (if required)
- Preparing Article 14 quarterly implementation reports and delivering them to the Commission
- Carrying out regular inspections of the departments within the Agency dealing with PRS items and PRS classified information
- Supporting regular risk assessments
- Analysing those EUSPA activities requiring the processing of PRS items and PRS information to ensure compliance with Article 14(c) arrangement
- Maintaining PRS items and PRS information database and drafting a report summarising movements, requests and security breaches associated with the PRS items/PRS information under the responsibility of the Agency

Status

This objective continues from the previous years.

A new and updated set of PRS management plans (and related processes) has been prepared and submitted for formal review and adoption. The set of documents defines

¹⁹ The cost of functioning is not part of the Agency's expenses.



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management request to ac	the basis for the set-up and implementation of the EUSPA internal organisation f management, the handling and use of PRS items by the EUSPA. An authori request to activate those functions by the EUSPA was sent to Commission in 20 compliance with the Article 14(c) arrangement.				
Indicators	Result 2019	Target 2021	Means & frequency of verification		
Timely review of PRS management plans (and related processes)	N/A	PRS management plans adopted and implemented	Up-to-date PRS management plans made available annually; EUSPA quarterly review		
Level of compliance to Article 14	92%	99%	Audit reports; EUSPA quarterly review		

Outputs relating to the multi-annual work programme objectives:

• Quarterly Article 14 implementation report sent to the Commission

EUSPA Control of the Space Programme

Ref.: EUSPA-OED-SPR-RPT-A14160

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III.02.04 COMMUNICATION, PROMOTION AND MARKETING OF THE SERVICES (WBS 5.02, 5.03, 1.03.01)

III.02.04.01 Overview of the Activity

As in past years, the Agency will continue to stimulate demand for EGNSS working on market uptake

across user communities and engaging the entire value chain, fostering the competitiveness of EU

industries and SMEs.

A further effort will be made to foster Galileo differentiators, such as multi frequency capability,

Search and Rescue (SAR) services already operational, OS-Navigation Message Authentication (NMA)

and High Accuracy Service and Commercial Authentication Service (CAS).

The agency will analyse EU GOVSATCOM requirements leveraging the User Consultation Platform with

GOVSATCOM representatives of EU Member States and EU Agencies in support of the needed policy

instruments by the European Commission. In addition, a preliminary adoption roadmap for integrated

governmental services leveraging relevant components of EGNSS, Copernicus and GOVSATCOM will

be defined.

The main activities are:

• In every vertical market segment (i.e. Aviation and Drones, Road and Automotive, Rail, Maritime

and Inland Waterways, Insurance & Finance etc.):

o Engage key actors in the value chain and users in priority markets to ensure continuous

increase in EGNSS adoption fostering synergies with Copernicus and GOVSATCOM;

o Support the Commission with on-going EGNSS, Copernicus, and GOVSATCOM related

regulatory applications and new legislative initiatives within the framework of the new Space

Regulation.

Horizontally:

o Continue to provide market and technology monitoring, including socio-economic benefits

and cost-benefit analysis, as the main tools for making strategic decisions;

o In cooperation with the Commission, manage the User Consultation Platform transversal to

different space programme components and market specific user consultation groups;

Monitor EGNSS user satisfaction and performance;



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 Continue to translate user needs into requirements and inputs for new services development and new data usage via careful monitoring of user communities and emerging trends in complementary and substitute technologies;

- Leverage the GSC, which is managed under delegation, as a key every-day user interface;
- Provision of education and training activities, if justified to support the market uptake activities.

EUSPA performs new core tasks:

- Following a Copernicus dedicated market segment approach that will be integrated and harmonised with the EGNSS one maximizing the synergies among the programme components;
- Focusing on "Other Copernicus Users", especially commercial and private bodies, charities,
 NGOs and international organisations that are not directly targeted by the Core Users of Copernicus;
- Fostering the market development of the Other Copernicus Users in close cooperation with the other Copernicus entrusted entities and their related activities;

Communications will continue to support market development both in its vertical (segment by segment) activities and horizontally, as well as support all awareness raising and outreach activities targeting: stakeholders (including the EC and the EP), industry and SMEs, R&D community and the general public. These include:

- Production of editorial content (PR, stories, social media posts, and ad hoc content), visual and multimedia content (graphics, photos, animations, videos);
- Website development and management and social media management;
- · Event coordination.
- · Press activities

New activities will include the harmonisation of the communication and market development of Copernicus with the other EUSPA entrusted tasks on user uptake and applications development.



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III.02.04.02 Objectives, Indicators, Expected Outcomes and Outputs

Increase adoption in the Aviation and Drones sector by building on user needs and **Annual Objective 1** providing feedback for improvement of services EU space programme components market development in aviation and drones Implemented by (WBS 5.02.05 and 5.03.05) 1. Aviation and drones market and user technology understood and fully analysed and Aviation and drones user needs updated and analysed 2. Penetration of EGNOS/Galileo in receiver models for aviation and drones ²⁰ 3. Support to aviation and drones companies commercialising EGNOS/Galileo products 4. Technical support, and CBA to airports/heliports, Air Navigation Service Providers (ANSP), airspace users on implementing LPV/LPV 200/PinS/RNP 0.3, in support of the implementation of EU Regulation 2018/1048, which lays down airspace usage requirements and operating procedures concerning performance-based navigation and towards an integrated CNS strategy **Expected Results** Demonstrate EGNOS/Galileo's added value for drones operations and U-Space and integrate differentiators (e.g. OS-NMA) in receivers/UTM (navigation, surveillance, combination with other technology) 6. EGNOS and Galileo user satisfaction survey completed 7. EGNOS and Galileo adoption roadmap for aviation updated and agreed with stakeholders (including DFMC) 8. Preliminary roadmap designed for the adoption of Copernicus data in aviation and drones (e.g. the improvement of air traffic management, turbulences impact in route and approaches, airport infrastructure planning and operations management, Search and rescue) contributing to the priority ecosystem "Mobility-Transport-Automotive".

Status This objective continues from the previous year

Ind	licators	Result 2019	Target 2021	Means & frequency of verification
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
2.	% of Galileo prototype receivers for navigation in aviation	10%	30%	Technology monitoring process; yearly review
3.	a) Number of companies commercialising EGNOS/Galileo products	111	150	Use Galileo listed products (including EGNOS and Galileo); yearly review
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review

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²⁰ Analysis based on internal GSA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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4.	a) Annual tracking of EGNOS based procedures	649	700	Regular monitoring; quarterly review
	b) Annual tracking of EGNOS capable airlines and avionics	15%	18%	Regular monitoring; quarterly review
5.	Penetration of EGNOS and Galileo in drone receivers and added value demonstrated	27%	30%	Regular monitoring; quarterly review
6.	Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
7.	Updated roadmap for EGNOS/Galileo in aviation (Strategy for DFMC, ARAIM)	1	1	Roadmap report
8.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review

Outputs relating to the multi-annual work programme objectives:

- 1. Aviation and drones section of the market report published in 2021/2023 and technology report published in 2022 and Report on aviation and drone user needs and requirements updated
- 2. Report on Galileo penetration in aviation and drone receivers

3.

- a. Industry database for aviation
- b. Coordinated work plans to foster EGNOS and Galileo in aviation with key stakeholders: EASA, SESAR JU, SESAR Deployment Manager (SDM)

4.

- a. EGNOS approach procedures
- b. Report on Galileo and EGNOS penetration in EU airspace users, report on available avionics
- 5. Updated list of receivers with EGNOS and Galileo for drones published on Galileo websites and report on demonstrations.
- 6. Results of User Satisfaction surveys
- 7. Updated adoption roadmap validated with stakeholders and EC
- 8. Preliminary adoption roadmap of Copernicus use in Aviation and Drones, contributing to the priority ecosystem "Mobility-Transport-Automotive".

Annual Objective 2 Increase adoption in Road and Automotive segment by building on uproviding feedback for improvement of services						
Implemented by	EU space programme components market development in road and automotive (WBS 5.02.04 and 5.03.04)					
Expected Results	 Road and automotive market and user technology understood and fully analysed and needs updated and analysed 					



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- 2. Penetration of Galileo in road chipsets and automotive brands²¹
- 3. Support to road and automotive companies commercialising Galileo products
- 4. Strategic partnership of EUSPA with key groups of road and automotive stakeholders
- Technical support (including plan and testing) to smart (digital) tachograph industry for EGNSS adoption, in cooperation with the Joint Research Centre (JRC)
- 6. Implementation of standardisation/certification process in Cooperative Intelligent Transport Systems (C-ITS) and autonomous vehicles, in cooperation with EC
- 7. Implementation of the adoption roadmap in autonomous driving
- 8. EGNOS and Galileo user satisfaction survey completed
- 9. Preliminary roadmap designed for the adoption of Copernicus data in congestion charging and traffic management applications, contributing to the priority ecosystem "Mobility-Transport-Automotive".

Status This objective continues from the previous year

	Status This objective continues from the previous year					
Ind	icators	Result 2019	Target 2021	Means & frequency of verification		
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review		
2.	% of Galileo penetration in automotive brands	20%	35%	Technology monitoring process; yearly review		
3.	a) Number of companies commercialising Galileo products	120	200	Use Galileo listed products; yearly review		
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review		
4.	Number of partnerships with key road organizations	1	3	Regular monitoring; yearly review		
5.	Number of smart (digital) tachograph models with OSNMA tested, in cooperation with JRC	0	2	Regular monitoring; yearly review		
6.	% development of standardisation/certification procedures for GNSS in C-ITS and autonomous driving functions	10%	25%	Regular monitoring; yearly review		
7.	Car makers commercializing autonomous vehicles models with Galileo	0	2	Regular monitoring; yearly review		

²¹ Analysis based on internal GSA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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8.	Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
9.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review

- 1. Road and automotive section of the market report published in 2021/2023 and technology report published in 2022 and Report on road and automotive user needs and requirements updated
- 2. Report on Galileo penetration in road chipsets and automotive brands
- 3. Industry database for road and automotive
- 4. Membership or MoU with road and automotive organizations
- 5. Test plan and testing campaigns
- 6. Draft standards for C-ITS and autonomous driving applications
- 7. Adoption roadmap for autonomous vehicles
- 8. Results of User Satisfaction surveys
- 9. Preliminary adoption roadmap of Copernicus use in congestion charging and traffic management, contributing to the priority ecosystem "Mobility-Transport-Automotive".

Annual Objective	Increase adaption in Maritima & Inland Materialy cognient by building an user reads
Annual Objective	Increase adoption in Maritime & Inland Waterways segment by building on user needs and providing feedback for improvement to services
Implemented by	EU space programmes components market development in Maritime & Inland Waterways (WBS 5.02.02 and 5.03.02)
Expected Results	 Maritime & Inland Waterways market and user technology understood and fully analysed and user needs updated and analysed Penetration of Galileo and EGNOS in Maritime & Inland Waterways receiver models²² Support to Maritime & Inland Waterways companies commercialising Galileo products Galileo tested in shipborne receivers Galileo timing requirements for R-MODE System established and strategy defined for the inclusion of OS-NMA in fishing vessels receivers and VDES within IALA Coordination established with EMSA, EFCA and FRONTEX for maritime surveillance (collaborative and non-collaborative vessels) in relation to illegal activities (e.g. illegal fishing) and Search and Rescue EGNOS and Galileo user satisfaction survey completed Synergies identified between the use of Galileo services and Copernicus services for Maritime & Inland Waterways activities (e.g. sea and river water level and early flood and tsunamis detection), Coastal and Marine Exploitation and Preservation, Oil and Gas activities, Maritime Surveillance and Search and Rescue Preliminary roadmap designed for the adoption of Copernicus data for Maritime & Inland Waterways, contributing to the priority ecosystem "Mobility-Transport-
Status	Automotive". This objective continues from the previous year

²² Analysis based on internal GSA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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Indicators	Result 2019	Target 2021	Means & frequency of verification
 Validation of market and technology analyses, including UCP outcomes, by main stakeholders 	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
2. % of Galileo and EGNOS receivers in overall number of shipborne models	20% for Galileo 85% for EGNOS	30% for Galileo 90% for EGNOS	Technology monitoring process; yearly review
a) Number of companies commercialising Galileo products	22	27	Use Galileo listed products; yearly review
b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review
 Number of shipborne receiver manufacturers engaged in Galileo testing 	3 Single Frequency	2 Dual Frequency	Regular monitoring; quarterly review
5. Validation with IALA Members	5%	50%	Bi-annual review
6. Validation with EMSA, EFCA and Frontex	1	1	Yearly
7. Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
8. Validation with stakeholders	N/A	10%	Yearly
9. % design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review

- Maritime & Inland Waterways section of the market report published in 2021/2023 and technology report published in 2022 and Report on Maritime & Inland Waterways user needs and requirements published in 2022
- 2. Report on Galileo and EGNOS penetration in maritime receivers
- 3. Industry database for Maritime & Inland Waterways
- 4. Agreement with ship-borne receiver manufacturers interested in testing campaign
- 5. Draft IALA Guidelines on Timing and R-Mode and Guidelines on Cybersecurity and VDES
- 6. Report on Activities
- 7. Results of User Satisfaction surveys
- 8. Report on Synergies
- 9. Preliminary adoption roadmap of Copernicus use in Maritime & Inland Waterways, contributing to the priority ecosystem "Mobility-Transport-Automotive".



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Annual Objective Increase adoption in Rail by building on user needs and providing feedback for service improvements EU space programme components market development in rail (WBS 5.02.06 and Implemented by 5.03.06) 1. Rail market and application potential understood and fully analysed and Consolidation of user requirements for safety relevant applications and analysis of their impact on EGNSS services 2. Penetration of Galileo and EGNOS in rail receiver models²³ 3. Cooperation and coordination with rail stakeholders and associations **Expected Results** 4. EUSPA roadmap for rail signalling implemented and updated 5. EGNSS-based signalling solution on low density lines demonstrated 6. EGNOS and Galileo user satisfaction survey completed 7. Preliminary roadmap designed for the adoption of Copernicus data for rail,

contributing to the priority ecosystem "Mobility-Transport-Automotive".

	Status This objective continues from the previous year				
	Indicators	Result 2019	Target 2021	Means & frequency of verification	
1.	Validation of market and technology analyses, including UCP outcomes, economical KPI's and CBA results by main stakeholders, users etc	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review	
2.	% of vehicles equipped with EGNSS enabled receivers	10%	20%	Technology monitoring process; yearly review	
3.	a) Number of companies commercialising Galileo products	20	25	Use Galileo listed products; yearly review	
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review	
4.	EGNSS in Rail signalling roadmap objectives achieved	50%	70%	Main stakeholder associations endorse the roadmap; progress towards the objective of EGNSS inclusion into ERTMS	
5.	Demonstrator / pilot operational low-density railway line with EGNSS- based train positioning system certified	60%	80%	Market and technology process; EUSPA yearly review	
6.	Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review	
7.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review	

²³ Analysis based on internal GSA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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Outputs relating to the multi-annual work programme objectives:

- Cost/benefit analysis for railway signalling application available, Rail section of the market report
 published in 2021/2023 and technology report published in 2022 and Report on rail user needs and
 requirements updated
- 2. Report on Galileo penetration in rail receivers
- 3. EGNSS based train positioning system architecture and documentation available
- 4. Industry database for Rail
- 5. EGNSS in rail signalling roadmap partially implemented and certification plan available
- 6. Results of User Satisfaction surveys
- 7. Preliminary adoption roadmap of Copernicus use in rail contributing to the priority ecosystem "Mobility-Transport-Automotive".

Annual Objective	Increase adoption in Agriculture & Forestry applications by building on user needs and
5	providing feedback for improvement to services
Implemented by	EU Space Components market development in Agriculture & Forestry (WBS 5.02.01, 5.03.01)
	Agriculture & Forestry applications market and user technology understood and fully analysed and user needs updated and analysed Penetration of Galileo and EGNOS in receiver models for Agriculture & Forestry 24.

Expected Results

- 3. Support to Agriculture & Forestry companies commercialising Galileo products
 4. Support EGNSS adoption through dedicated awards for innovative integration of EGNSS in high-precision segment
- 5. Support for implementation of Galileo differentiators with focus on High Accuracy Service
- 6. EGNOS and Galileo user satisfaction survey completed
- 7. Preliminary roadmap designed for the adoption of Copernicus data in Agriculture & Forestry, contributing to the priority ecosystem "Agri-food".

Status	This objective	continues from	the	nrevious vear
Status	THIS ODIECTIVE	CONTINUES HOLL	uic	DIEVIOUS VEGI.

Inc	dicators	Result 2019	Target 2021	Means & frequency of verification
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
2.	% of Galileo and EGNOS receivers in overall number of models for Agriculture & Forestry	56%/90%	60%/93%	Technology monitoring process; yearly review
3.	a) Number of companies commercialising Galileo products	74	78	Use Galileo listed products; yearly review
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review

²⁴ Analysis based on internal GSA Technology Monitoring Process and the GNSS Users Technology Report and related assumptions included in Annex 5.

Single Programming Document



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4.	Award of dedicated prizes for innovative integration of EGNSS in high precision, agriculture and forestry applications and/or devices	1	1	Report on prize(s) and sector- specific winners made available as per schedule; quarterly review
5.	Number of receiver models implementing HAS	0	2	Regular monitoring; quarterly review
6.	Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
7.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review

- 1. Agriculture & Forestry section of the market report published in 2021/2023 and technology report published in 2022 and Report on user needs and requirements published in 2018 and 2020
- 2. Report on Galileo penetration in Agriculture & Forestry receivers
- 3. Industry database for Agriculture & Forestry
- 4. Report describing the metrics and statistics of participant success after award
- 5. Report on Galileo penetration in Agriculture & Forestry receivers, with focus on High Accuracy Service
- 6. Results of User Satisfaction surveys
- 7. Preliminary adoption roadmap of Copernicus use in Agriculture & Forestry, contributing to the priority ecosystem "Agri-food".

Annual Objective	Increase adoption in Urban Development and Cultural Heritage applications by building on user needs and providing feedback for improvement to services					
Implemented by	EU Space Components market development in Urban Development and Cultural Heritage applications (WBS 5.02.03, 5.03.03)					
Expected Results	 Urban Development and Cultural Heritage applications market and user technology understood and fully analysed and applications user needs updated and analysed Penetration of Galileo and EGNOS in receiver models for Urban Development and Cultural Heritage Support to Urban Development and Cultural Heritage companies commercialising Galileo products Support EU Space Programmes adoption through dedicated awards for innovative integration of EGNSS and Copernicus in Urban Development and Cultural Heritage Accelerate upgrade to Galileo in private and public reference networks Support for implementation of Galileo differentiators with focus on High Accuracy Service (HAS) EGNOS and Galileo user satisfaction survey completed Preliminary roadmap designed for the adoption of Copernicus data in Urban Development and Cultural Heritage, contributing to the priority ecosystem "Construction". 					
Status	This objective continues from the previous year.					
Indicators	Result 2019 Target 2021 Means & frequency of verification					



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1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
55%/92%	59%/93%	Technology monitoring process; yearly review
74	78	Use Galileo listed products; yearly review
100%	100%	Regular monitoring; quarterly review
1	1	Report on prize(s) and sector- specific winners made available as per schedule; yearly review
27	30	Regular monitoring; quarterly review
0	2	Regular monitoring; quarterly review
N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
N/A	10%	Annual report; quarterly review
	55%/92% 74 100% 1 27 0 N/A	55%/92% 59%/93% 74 78 100% 100% 1 1 27 30 0 2 N/A satisfied" or "very satisfied"

- 1. Urban Development and Cultural Heritage section of the market report published in 2021/2023 and technology report published in 2022 and Report on user needs and requirements updated
- 2. Report on Galileo penetration in Urban Development and Cultural Heritage receivers
- 3. Industry database for Urban Development and Cultural Heritage
- 4. Report describing the impact success of the award
- 5. Report on Galileo implementation in the reference networks
- 6. Report on Galileo penetration in Urban Development and Cultural Heritage receivers, with focus on High Accuracy Service (HAS)
- 7. Results of User Satisfaction surveys
- 8. Preliminary adoption roadmap of Copernicus use in for Urban Development and Cultural Heritage, contributing to the priority ecosystem "Construction".



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Annual Objective 7

Increase adoption in Consumer Solutions, Health and Tourism applications by building on user needs and providing feedback for service improvements

Implemented by

EU space programme components market development Consumer Solutions, Health and Tourism (WBS 5.02.07 and 5.03.07)

- 1. Consumer Solutions, Health and Tourism market and user technology understood and fully analysed and user needs updated and analysed
- 2. Penetration of Galileo in smartphones increased²⁵

Expected Results

- 3. Support to Consumer Solutions, Health and Tourism companies commercialising Galileo products
- 4. Development of innovative mobile applications leveraging EU space programme components
- 5. EGNOS and Galileo user satisfaction survey completed
- 6. Preliminary roadmap designed for the adoption of Copernicus data in Consumer Solutions, Health and Tourism, contributing to the priority ecosystem "Digital".

Status This objective continues from the previous year.

Ind	icators	Result 2019	Target 2021	Means & frequency of verification
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; biannual review
2.	% of Galileo penetration in smartphones shipments in Europe	38%	45%	Technology monitoring process; yearly review
3.	a) Number of companies commercialising Galileo products	116	125	Use Galileo listed products; yearly review
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review
4.	Number of hackathons and dedicated events/competitions targeting innovative application developers	2	2	Regular monitoring; yearly review
5.	Positive annual EGNOS and Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
6.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; yearly review

- 1. Consumer Solutions, Health and Tourism section of the market report published in 2021/2023 and technology report published in 2022 and Report on user needs and requirements updated
- 2. Report on Galileo penetration in Consumer Solutions, Health and Tourism receivers
- 3. Industry database for Consumer Solutions, Health and Tourism derived from UseGalileo
- 4. News items published on EUSPA website summarising hackathon/competition results

²⁵ Analysis based on internal EUSPA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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5. Results of User Satisfaction surveys

6. Preliminary adoption roadmap of Copernicus use in Consumer Solutions, Health and Tourism, contributing to the priority ecosystem "Digital".

Annual Objective 8	Increase adoption in Insurance and Finance, Infrastructures, Energy and Raw Materials segments by building on user needs and providing feedback for service improvements						
Implemented by		EU space programme components market development in Insurance and Finance, Infrastructures, Energy and Raw Materials (WBS 5.02.08 and 5.03.08)					
Expected Results	 Insurance and Finance, Infrastructures, Energy and Raw Materials market and use technology understood and fully analysed and user needs updated and analysed Penetration of Galileo in Insurance and Finance, Infrastructures, Energy and Raw Materials receiver models²⁶ Support to Critical Infrastructures companies commercialising Galileo products Support Commission in regulatory actions or technical studies for adopting Galileo in Insurance and Finance, Infrastructures, Energy and Raw Materials Galileo based multi-frequency receiver close to commercialisation Provision Plan of emerging Timing & Synchronisation (T&S) application offerings (i.e. time integrity, trusted time distribution and remote audit, etc.) defined Galileo user satisfaction survey completed Preliminary roadmap designed for the adoption of Copernicus data for Insurance and Finance, Infrastructures, Energy and Raw Materials, contributing to the priority ecosystem "Energy Intensive Industries". 						
Status	§	ive continues from the pr					
Indicators		Result 2019	Target 2021	Means & frequency of verification			
				Market and technology			

Inc	licators	Result 2019	Target 2021	Means & frequency of verification
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
2.	% of Galileo and EGNOS receivers in overall number of Critical Infrastructures models	Galileo 47% EGNOS 46%	Galileo 51% EGNOS 50%	Technology monitoring process; yearly review
3.	a) Number of CI companies supporting Galileo products	33	36	Use Galileo listed products; yearly review
	b) Adopters' retention Index (i.e. % of EGNSS adopters that confirm EGNSS usage)	100%	100%	Regular monitoring; quarterly review
4.	Specific support to EC on Critical Infrastructures related activities and studies	100%	100%	Regular monitoring; quarterly review

²⁶ Analysis based on internal EUSPA Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.



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5.	Galileo based multi- frequency receiver commercialisation plan endorsed by stakeholders	0	2	Annual report; quarterly review
6.	Provision plan of emerging T&S application offerings defined	0	1	Annual report; quarterly review
7.	Positive annual Galileo User Satisfaction survey outcome	N/A	>50% of respondents "satisfied" or "very satisfied"	Annual report on survey; quarterly review
8.	% design of the roadmap for Copernicus data adoption	N/A	10%	Annual report; quarterly review

Outputs relating to the multi-annual work programme objectives:

- Insurance and Finance, Infrastructures, Energy and Raw Materials sections of the market report published in 2021/2023 and technology report published in 2022 and Report on user needs updated
- 2. Report on Galileo penetration in CI receivers
- 3. Industry database for Critical Infrastructures
- 4. Deliver supporting materials or review of documents on EGNSS in CI to Commission (on request)
- 5. Galileo based multi-frequency receiver commercialisation plan report
- 6. T&S Application Offering provision implementation Plan Report
- 7. Results of User Satisfaction surveys
- 8. Preliminary adoption roadmap of Copernicus use in Insurance and Finance, Infrastructures, Energy and Raw Materials, contributing to the priority ecosystem "Energy Intensive Industries".

An	nnual Objective	Contribution to the adoption roadmap for Governmental and Security applications by building on user needs and providing feedback for improvement to services					
Implemented by EU space programme components market development in governmental use (V 5.02.14 and 5.03.14)							
 Market and user technology understood and analys Support Member States in promoting Galileo PRS w Preliminary roadmap for integrated government EGNSS, Copernicus and GOVSATCOM 				eo PRS within their user communities			
	Status	This objective co	ntinues from th	ne previous yea	r		
Ind	licators		Result 2019	Target 2021	Means & frequency of verification		
1.	market size	oort on potential of EU Space components in applications	N/A	1	Regular monitoring; quarterly review		
2.	Specific supporelated activities	ort on PRS user es.	N/A	100%	Regular monitoring; quarterly review		
3.	% design of t integrated services adopti	he roadmap for governmental on	N/A	10%	Annual report; quarterly review		
Ou	tputs relating to	the multi-annual	work program	me objectives:			
1.	1. Preliminary report on potential penetration of EU Space programme components in governmental and						

security applications and user technology



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2. Material about governmental services provided by EU Space programme components, including status synergies and supportive actions

3. Report on "Preliminary roadmap of an integrated governmental services adoption including EGNSS, Copernicus and GOVSATCOM"

Annual Objective Increase adoption in Emergency Management and Humanitarian Aid segment by building on user needs and providing feedback for service improvements EU space programme components market development in Emergency Management and Implemented by Humanitarian Aid (WBS 5.02.11 and 5.03.11) 1. Main beacon manufacturers implementing SAR return link for maritime applications 2. Concept of Operation defined for the remote activation of EPIRBs in maritime 3. Galileo differentiators "SAR Return Link" implemented in the beacons for aviation applications 4. Concept of Operation defined and demonstrated for the remote activation of **Expected Results ELT-DTs** in aviation 5. Emergency Management and Humanitarian Aid market and user technology understood and fully analysed and user needs analysed 6. Preliminary roadmap designed for the adoption of EU Space Programme components for Emergency Management and Humanitarian Aid contributing

Status This is a new objective of the Agency

to all priority ecosystems.

Indi	icators	Result 2019	Target 2021	Means & frequency of verification
1.	Number of maritime SAR beacons including Galileo RLS ready for type approval	2	5	Regular monitoring; quarterly review
2.	Concept discussed with maritime stakeholders	5%	50%	Regular monitoring; yearly review
3.	Development of the first aviation SAR beacon including Galileo RLS complete	60%	100%	Regular monitoring; quarterly review
4.	Concept of aviation operations defined for the remote activation of ELT-DTs	70%	100%	Regular monitoring; yearly review
5.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; Analysis of UCP outcomes; bi-annual review
6.	% design of the roadmap for EU Space Programme components adoption	N/A	10%	Annual report; quarterly review

- 1. Maritime SAR beacons that includes Galileo RLS developed and published on usegalileo.eu
- 2. Report on concept of maritime operation
- 3. Aviation SAR beacon that includes Galileo Return Link Service (RLS) ready for type approval and installation certification.



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- 4. Concept of aviation operations for remote beacon activation using GAL RLS for ELT-DT demonstrated and acknowledged by end users.
- 5. Emergency Management and Humanitarian Aid section of the market report published in 2021/2023 and technology report published in 2022 and Report on user needs and requirements updated
- 6. Preliminary adoption roadmap of EU Space Programme components in Emergency Management and Humanitarian Aid contributing to all priority ecosystems.

Annual Objective 11

Increase adoption Space segment by building on user needs and providing feedback for service improvements

Implemented by

Expected Results

EGNSS market development in Space Users (WBS 5.02.13 and 5.03.13)

- 1. Space Users market and user technology understood and fully analysed and Space user needs analysed
- 2. Support to Space Users stakeholder companies commercialising Galileo products or Copernicus data
- 3. Preliminary roadmap designed for the adoption of EGNSS in space borne applications
- 4. Preliminary roadmap for the implementation of entrusted tasks for Space Situational Awareness (SSA)

Status This is a new objective of the Agency

ndicators		Result 2019	Target 2021	Means & frequency of verification
1.	Validation of market and technology analyses, including UCP outcomes, by main stakeholders	1	1	Market and technology monitoring process; yearly review; UCP Minute of Meetings agreed; bi-annual review
2.	Number of companies commercialising Galileo products	N/A	3	Use Galileo listed products; yearly review
3.	% design of the roadmap for EGNSS adoption analysed and prioritised	N/A	10%	Annual report; quarterly review
4.	% design of the roadmap for SSA Programme adoption analysed and prioritised	N/A	50%	Annual report; quarterly review

- 1. Space section of the market report published in 2021/2023 and technology report published in 2022 and Report on Space user needs and requirements published
- 2. Industry database for Space
- 3. Preliminary adoption roadmap for EGNSS use in space applications
- 4. Preliminary adoption roadmap for SSA Programme use

Annual Objective	Increase adoption in Fisheries and Aquaculture segment by building on user needs and
12	providing feedback for service improvements
Implemented by	EU space programme components market development in Fisheries and Aquaculture (WBS 5.02.09 and 5.03.09)



applications

Ref.: EUSPA-OED-SPR-RPT-A14160

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Expected Results	 Fisheries and Aquaculture market and user technology understood and fully analysed and Energy user needs updated and analysed Preliminary roadmap designed for the adoption of EU Space Programme components for Fisheries and Aquaculture, contributing to the priority ecosystem "Agri-food". 				
Status	This is a new objective of the Agency				
Indicators		Result 2019	Target 2021	Means & frequency of verification	
Validation of technology including UCP main stakehold	analyses, outcomes, by	1	1	Market and technology monitoring process; yearly review; Analysis of UCP outcomes; bi-annual review	
 % design of the EU Space components ad 	Programme	N/A	10%	Annual report; quarterly review	
Outputs relating to the multi-annual work programme objectives:					
1. Fisheries and Aquaculture section of the market report published in 2021/2023 and technology report					

2. Preliminary adoption roadmap of EU Space Programme components used in Fisheries and Aquaculture

published in 2022 and Report on Energy user needs and requirements published

Annual Objective	Increase adoption in Environmental Compliance-Climate and Weather Services-Biodiversity, Ecosystems and Natural Capital segments by building on user needs and providing feedback for service improvements				
Implemented by	EU space programme components market development in Environmental Compliance- Climate and Weather Services-Biodiversity, Ecosystems and Natural Capital (WBS 5.02.10 and 5.03.10)				
Expected Results	 Environmental Compliance-Climate and Weather Services-Biodiversity, Ecosystems and Natural Capital market and user technology understood and fully analysed and Environment & Air Quality user needs updated and analysed Preliminary roadmap designed for the adoption of EU Space Programme components in Environmental Compliance-Climate and Weather Services- Biodiversity, Ecosystems and Natural Capital, contributing to all priority ecosystems. 				
Status	This is a new o	This is a new objective of the Agency			
Indicators		Result 2019	Target 2021	Means & frequency of verification	
Validation of technology including UCP main stakehold	analyses, outcomes, by	1	1	Market and technology monitoring process; yearly review Analysis of UCP outcomes; bi-annual review	
2. % design of the EU Space	e roadmap for Programme	N/A	10%	Annual report; quarterly review	

1. Environmental Compliance-Climate and Weather Services-Biodiversity, Ecosystems and Natural Capital sections of the market report published in 2021/2023 and technology report published in 2022 and

components adoption

Outputs relating to the multi-annual work programme objectives:

Report on Environment & Air Quality user needs and requirements published



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2. Preliminary adoption roadmap of EU Space Programme components in Environmental Compliance-Climate and Weather Services-Biodiversity, Ecosystems and Natural Capital, contributing to all priority ecosystems.

Annual Objective	Develop services, applications and R&D communications on Galileo and EGNOS,			
Implemented by	Services, applications and R&D communications (WBS 1.03.01)			
Expected Results	 Communication activities relating to EGNOS and Galileo services, and GOVSATCOM, and applications for research and development comprise of the following items: Increased awareness of EGNOS and Galileo, their high performance and many benefits, including synergies with Copernicus, Increased awareness and understanding of EGNOS and Galileo as a useful feature and enabling technology for application developers, in particular those requiring more precise and reliable Positioning, Navigation and Timing (PNT) information, Strengthened communication with user networks and communities for EGNOS and Galileo services, Increased awareness amongst innovative enterprises, with a focus on SMEs, who can benefit from leveraging EGNOS and Galileo in their applications, products or services or who can increase the functionality within existing applications by enabling it with EGNSS functionality, Increased awareness of the Galileo programme, its role within the global multiconstellation satellite navigation system, and the benefits of its services, including in combination with other EU space programmes. 			
Status	This objective con	itinues from the	previous year	
Indicators		Result 2019	Target 2021	Means & frequency of verification
YoY (Year on Year) increase of traffic to key event/ media/ social media/ internet touchpoints		100 %	10%	Means: aggregated traffic volume statistics for the key touchpoints Frequency: quarterly
YoY increase in SME base across all GNSS markets and their components		100 %	10%	Means: aggregated measures of number of contacts/SMEs associated with key target audience members of each segment Frequency: quarterly
YoY expansion of EGNOS and Galileo market		100 %	10%	Means: Measurements of Application market size Frequency: quarterly

Outputs relating to the multi-annual work programme objectives: Annual communications plan

- Website creation, maintenance and management
- Social media campaigns; publications
- Video and multi-media production and distribution
- Event creation, participation and management
- Media, public relations and stakeholder initiatives
- Newsletter production and distribution
- Feedback surveys and studies



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III.02.06 AGENCY MANAGEMENT

As the Agency finances support services out of Title 1 or Title 2 of the Agency's budget, they do not need a separate financing decision as they are covered by administrative autonomy. This part of Section III is not part of the Agency's financing decision.

III.02.06.01 Overview of the Activity

This horizontal activity supports the Agency's core and delegated activities by providing state-of-theart services to all operations in the areas of legal, procurement, grants, contracts, finance and budget, human resources management, IT and logistics, control, and internal audit. This enables the Agency to achieve a higher level of strategic and multiannual objectives.

All objectives listed below are recurring and continue from year-to-year. There are no outputs related to any multi-annual objectives as this section refers only to transversal support.

III.02.06.02 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective	Implement efficient management of all legal arrangements for the EUSPA, in-line with the service delivery needs			
Implemented by	Legal, procurement, grants and contract management (WBS 1.01.02)			
Expected Results	 Procurement management: planning, preparing and executing procurement file up to signature of legal commitment Grant management: planning, preparing and executing grant file up to signature of legal commitment Legal commitments management: drafting, negotiating, signing, amending, assigning and other support throughout the lifetime of a legal commitment Legal advisory services: identification, verification, assessment and provision of legal opinions 			
Indicators		Result 2019	Target 2021	Means & frequency of verification
Procurement and contract award: 100% of contracts in place and on time		100% at the date of preparation of Provisional SPD	100%	EUSPA quarterly review
Contract management: 0% of exceptions linked to legal department performance compared to total number of contracts signed in a year		0% at the date of preparation of Provisional SPD	0%	List of exceptions; EUSPA quarterly review
Outputs:				
Executive I	Director documenta	ntion (decisions	, letters, guideli	nes)



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- Policies
- Documents relating to court decisions
- Institutional agreements (delegation agreements, working arrangements, regulatory documents)
- Acquisition documentation (tenders, calls for proposal)
- Legal commitments (contracts, grant agreements, non-disclosure agreements, licenses, etc.)
- Reporting (on procurement, grants, contracts on core and delegated tasks)

Annual Objective

Identifying, developing and implementing activities leading to a workforce capable of
 delivering EUSPA's business needs

People and talent management (WBS 1.01.03)

- Core operational services delivering core processes such as selection & recruitment, in-boarding of new hires, facilitating medical services, contract management, salaries processing - remuneration, organisation of trainings, individual rights entitlements, benefits management etc. ensuring legal compliance and effectiveness and efficiency.
- Managing talent get the most suitable people into critical roles by leading performance management exercises, i.e. annual objective setting linked to Agency high level objectives, their regular assessment providing targeted feedback to staff.
 - Find, develop, keep, motivate and help them to perform by implementing best practices in the selection procedures, i.e. behavioural interviewing techniques, assessment centres for management roles, promoting internal mobility etc.
- 3. Supporting a high-performance organisation by enabling and promoting the right culture, supporting individual, team and organisational performance through optimisation of available and future resources, analysis and identification of future workforce needs, comprehensive corporate L&D activities, including induction training process, fostering dialogue with staff and their representatives by using various channels and tools

Implemented by

- 4. Other management responsibilities:
 - a. Support to Corporate Risk Management implementing and enforcing the application of the Risk Management process
 - b. Development and tracking of Performance Indicators
 - c. Support to QM/ IMS and audit programmes (IAS, IAC, Internal)
 - d. Support to Continual Improvement and Lessons Learned
 - e. Ensure the compliance to data protection internal policies and applicable public regulations
- 5. Attendance/ Support to various Working Groups and Boards:
 - a. Inter-Agency meetings
 - b. Complaints Committee
 - c. Disciplinary Board
 - d. EUSPA Reviews
 - e. Biweekly Administration meetings
 - f. ICM and ExCOM

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Indicators Result 2019 Target 2021 Means & frequency of verification



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% execution of the Establishment Plan	99,3%	95%	Regular recording and monitoring; EUSPA quarterly review
Turnover rate	5.91%	<10%	Regular recording and calculation; EUSPA annual review
Average rating of quality of training	8.80	>6	Regular recording and calculation; EUSPA quarterly review

- HR policies, procedures, instruction
- AB related documentation (decisions etc.)
- ED related documentation (decisions etc.)
- Legal documents (contracts of employments
- HR working documents, manuals

Annual Objective 3	Ensure administrat	ive manageme	nt at GSMC			
Implemented by	Administration (WE					
Expected Results	 Ensure the general administrative tasks which aim at ensuring a satisfactory local administrative support to the operational and technical teams and to the GSMC manager in line with EUSPA policies and close coordination with other Agency departments. It also contains the planning, launch, management of procurement procedures and management of resulting contracts. Human Resources Management: Core Missions and specific trainings: ensuring that GSMC staff is well-trained on the day-to-day duties and specific fields Financial and Cost Management: planning, preparation, execution and follow-up of EUSPA budgets at GSMC-level Legal Management: assessing and reducing risks of deviation from the applicable Agency regulatory framework Procurement Management: planning, preparation, execution of procurement for supporting the GSMC activities and organisation 					
Status						
Indicators		Result 2019	Target 2021	Means & frequency of verification		
 Procurement Ma and /or reduce the exception report 	(Yearly)					
Outputs relating to t	he multi-annual wor	k programme	objectives:			
	, manager in line wi		•	onal and technical teams and to the se coordination with other Agency		

Annual Objective	Plan, manage and report on the EUSPA budget and process all financial transactions					
Implemented by	Finance and budget management (WBS 1.01.04)					
Evaceted Posults	• Ensure good level of execution of EUSPA budget and the effectiveness and regularity of financial operations.					
Expected Results	Deliver budget and financial reporting to the concerned EU actors					
	Support and interface with the EC accounting function					



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Management of financial audits				
Indicators	Result 2019	Target 2021	Means & frequency of verification	
Commitment rate and rate of payment within prescribed time limits	100%	95%	End of year financial results; EUSPA quarterly review	

Outputs:

- Monthly financial reporting
- Draft budget document
- Official budget documents and amendments for publication in the Official Journal
- Annual Budget Implementation Report
- VAT exemption certificates and reimbursement claims
- Quarterly and annual financial reports for delegated budget

Annual Objective 5	Provide a secure and digital working environment on enterprise level for EUSPA departments within defined scope.				
Implemented by	Information and C	Communication ¹	Technology (Wi	BS 1.01.05)	
Expected Results	The Agency's ICT activities are split along four fundamental lines: 1. Systems and infrastructure management: ensure that all systems operate within optimal parameters, are reliable and available to Agency users as required by business				
Indicators	Result 2019 Target 2021 Means & frequency of verification				
L1/L2 support respo	75% within 24H 24H 24H 30% within 5 days 25% within 24H 30% within 5 days				
Core System availability 99% 99% EUSPA quarterly review				EUSPA quarterly review	
Availability of netwo	vork and end user 99,5% 99,5% EUSPA quarterly review				
Projects with budge schedule respected		4 projects	50%	EUSPA annual review	

- Regular monthly/weekly meetings for ICT teams or all ICT department as a whole
- Meeting with ICT stakeholders
- Execution and control of core ICT projects (following PM2 project management methodology)
- Quarterly produced ICT SEC reports
- Availability of systems and its services as defined by business
- Annual ICT overview report on the infrastructure, budget and HRs dedicated to ICT domain

Annual Objective 6	Maintain operational capability of EUSPA premises in Prague to support EUSPA activities
Implemented by	Facility management and logistics (WBS 1.01.06)



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Expected Results

- 1. Timely facility management and logistical support to internal customers
- 2. Accurate asset and inventory management
- 3. Timely building management
- 4. Good cooperation with building owner and its representatives

Indicators	Result 2019	Target 2021	Means & frequency of verification
Operational capability monitored (i.e. number of days building operational capability was maintained expressed as a percentage of days required)	100%	100%	Hard data from ticketing tool and emails with inferred data made available; EUSPA quarterly review

Outputs:

- On demand facility services report
- Activity report for building maintenance and invoicing support
- · Bi-weekly activity reporting to the Head of Administration management meeting
- Execution report on, for example, cleaning services or building management
- Specific feedback to requesting party as part of the escalation procedure for reception services, building management, etc.
- Updated records of solutions found, or information provided to internal customers, procurement officers or contract managers (tickets solution)
- Monthly report based on ticketing tool outputs upon request
- On demand facility management satisfaction survey (or feedback based on day-to-day business)
- Updated inventory system based on movement and inventory checks
- Inventory committee reports and assets review report based on valid financial regulations

Annual	Object	ive
		_

Identify and implement activities leading to successful Administrative Board activities

Implemented by

Strategic Planning and Administrative Board Management (WBS 1.01.07)

In-line with the Agency's regulation and the Rules of Procedure for the Administrative Board (Board). During this period, the Agency intends to hold a minimum of two scheduled Board meetings. The Agency will also provide the Board with the necessary secretariat over the course of the year.

Expected Results

The Agency's strategic planning function is a combination of several activities that are required to support the management team and, indirectly, the Administrative Board. In particular, this function focuses on:

 Ensuring the development of the programme documents, including the Programming Document and Annual Activity Report

Indicators	Result 2019	Target 2021	Means & frequency of verification
Scheduled meetings for year are not altered	3 out of 4 planned meetings were held. 1 meeting was cancelled	As a minimum 2 meetings planned and held	Minutes of meetings; EUSPA quarterly review
Timely preparation of programming documents and corresponding reporting	100%	100%	Periodic reporting to Administrative Board; EUSPA quarterly review
Outouto			

- Agenda and minutes of each meeting
- Board decisions, including written procedures



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- Administrative Board decisions
- Programming document
- Annual activity report

Annual Objective 8	Achieve EUSPA-wide capability for Records and Information Management (RIM)					
Implemented by	Documents and	Documents and Records Management (WBS 1.01.08)				
Expected Results	with other EUS management p	Smooth implementation of an enterprise content management system, its integration with other EUSPA tools, and compliance with CADM and documents and records management policies and processes to enhance value, improve efficiency and comply with legal obligations.				
Indicators		Result 2019	Target 2021	Means & frequency of verification		
RIM governance de policies, processes		50%	100%	Periodic reporting to the Document Management Board; EUSPA quarterly review		
Implementation of content manageme	the enterprise 85% Periodic reporting to the Documer Management Board: FUSP					
Number of staff, incand in-house consu	100% 100%					
Outputs						
Enterprise content management system						
RIM governance: relevant policies, processes and procedures						
Document baselines and CADM functionality for core tasks						
 Members of sta 	Members of staff, trainees and in-house consultants trained					

Annual Objective Suc	Successful compliance with personal data protection rules applicable to the EUSPA				
Implemented by Per	Personal data protection (WBS 1.01.09)				
Expected Results Full	Agency co	mpliance with o	data protection rule	s (Regulation (EU) 2018/1725)	
Indicators	Result 2019 Target 2021 Means & frequency verification				
% of compliance w protection rules	e with data 95% 95% EUSPA quarterly review				
Outputs					
At the Agency/departm	ental level	there are no fu	rther outputs		

Annual Objective 10	Successfully undertake key planning and risk management activities			
Implemented by	Risks and Opportunities management (WBS 1.02.01)			
Expected Results	Ensuring that the corporate risks and opportunities management process is implemented.			
Indicators		Result 2019	Target 2021	Means & frequency of verification
Quarterly Corporate	e Risk Boards held	3	4	Risk Registers of corporate risk management meeting available; EUSPA quarterly review



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Outputs

• Risk register updates

Annual Objective 11	Measure and improve the quality of EUSPA processes				
Implemented by	Quality and IMS (\	WBS 1.02.02)			
Expected Results	ISO 9001 required EUSPA Quality Management activities (annual quality audit planning and management review) and the related ISO 9001 certification of the Agency. Development of an Integrated Management System (IMS) for other standards that the Agency intends to be certified against in the future.				
Indicators	Result 2019 Target 2021 Means & frequency of verification				
Concerns with regard to ISO 9001 requirements raised by ISO external auditors		0	0	Annual external quality audit reports	
Progress of impleadits (% of audit re	0 , ,	100%	100%	EUSPA Quarterly review and annual management review	
· .	entation of open actions in continuous improvement 100% 100% Weekly Flash Reports, Quart review, annual Management Rev				

- Continued ISO 9001 Certification
- Annual Quality Audit Plan and Audit Reports
- EUSPA WBS and WPDs describing organisation of EUSPA tasks
- Quarterly review of core tasks and performance indicator and procurements tracking
- Performance indicator definition (Linked from SPD to work packages and staff annual objectives)
- Implementation of Continual Improvement activities including CIDB management, Lessons Learned, Surveys
- Management Review Board
- IMS document libraries (including policies, processes, procedures and work instructions)
- Staff training on quality, IMS and best practices

Annual Objective 12	Ensure EUSPA fulfils statutory obligations			
Implemented by	Control audit management and internal control (WBS 1.04.01 and 1.04.02)			
Expected Results	 The Agency's internal control coordination and risk management activities are on-going tasks that help fulfil its statutory obligations. These include: Liaising with, and reporting to, the EC Internal Audit Service and with internal and external stakeholders on internal control issues Evaluating the compliance and effectiveness of the internal controls of the organisation by assessing the implementation of 16 Internal Control Standards (to be substituted by the EC Internal Control Framework) Reporting on the follow-up of all open recommendations and action plans (from the Internal Audit Service, Internal Audit Capability, external auditors, the Court of Auditors and the Parliament's discharge) 			



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4.	Coordinating the Agency's Internal Audit Capability ²⁷ in the preparation,
	execution, reporting and monitoring of recommendations relating to internal
	audit activities

- Coordinating the Agency's external auditors, as required under Delegation
 Agreements in the procurement of the audit services and the preparation,
 execution, reporting and monitoring of recommendations related to these
 audits
- 6. Management of and reporting on all actions related to the Gifts and Hospitality Policy, including the gift registry
- 7. Managing all actions relating to the Agency's Anti-Fraud Strategy and, in particular, those measures to prevent irregularities and fraud²⁸
- 8. Assessing requirements for developing and implementing the EUSPA Conflict of Interest Policy and, in particular, those measures to prevent it²⁹
- 9. Execute a business continuity impact analysis and develop the different elements of the EUSPA's corporate business continuity management

Indicators	Result 2019	Target 2021	Means & frequency of verification	
Timely execution of the corresponding yearly audits	85%	100%	Reporting to Administrative Board; EUSPA quarterly review	
% of key elements of the Anti-Fraud Strategy defined and implemented	90%	100%	Reporting to Administrative Board; EUSPA quarterly review	
Timely issuance of the Internal Control Standards compliance report	100%	100%	Reporting to Administrative Board; EUSPA quarterly review	
Timely issuance of the Declarations of Compliance (15/Feb)	100%	100%	Prepared for ED and DG GROW	

- EUSPA internal audit capability audit reports and annual review reports
- EC internal audit service audit reports
- External auditor's audit reports for delegated funds
- Declaration of assurance and management declarations under Delegation Agreements
- EUSPA EC Internal Control Standards compliance report
- Anti-fraud internal regulation, information and support
- Gifts and conflict of interest registries
- Business continuity management framework documentation

²⁷ EUSPA's Internal Audit Capability (IAC) is a resource shared with the European Chemical Agency (ECHA) under an SLA.

²⁸ In cooperation with HR, ICC continues to participate in the preparation and delivery of the updates of the Ethics Manual and related staff training with specific attention to Anti-Fraud issues. ICC is asked to participate more and more in corporate administrative process with the goal of assessing and helping prevent fraud. ICC participates actively with involved departments in the documentation of selected ex-ante and ex-post controls and the execution of the latter.

²⁹ In particular, ICC monitors potential Conflict of Interest assessments for experts, agency management, Administrative Board members, and, occasionally, staff, tenderers, contractors, etc. When required, Declarations of Interest are published in EUSPA website. Issuance and correctness of Declarations of Interest are periodically monitored. Post-employment professional engagements for staff are also monitored.



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Annual Objective 13	Develop Corporate Communications for the EUSPA						
Implemented by	Corporate Communications (WBS 1.03.02)						
Expected Results	 Enhanced overall awareness of the new Agency and better understanding of its mission, vision and values Increased awareness of EUSPA's Work Programme and achievements Consolidated and strengthened relationships with existing and new key European players in the space sector, key GNSS user communities, as well as Copernicus, GOVSATCOM and SSA user communities. Strategic partnerships built and/or strengthened Increased awareness of and appreciation for the Agency's work by relevant EU stakeholders in the Member States Strengthen and create new partnership and appreciation for the Agency's contribution by EUSPA facility host countries Established EUSPA (and EUSPA) crisis communications procedures 						

Indicators	Result 2019	Target 2021	Means & frequency of verification
YoY increase in traffic to key event/ media/social media/internet touchpoints	100 %	10%	Means: aggregated traffic volume statistics for the key touchpoints Frequency: quarterly
YoY number of attendees to event	100%	5%	Means: surveys when event on the usefulness of the event Frequency: when needed
YoY number of readers of our publication	N/A	500	Means: analytics Frequency: when needed
YoY number of online views of media releases	N/A	500	Means: analytics Frequency: when needed
YoY: number of video/pictures views	N/A	200	Means: analytics Frequency: when needed

- Annual communications plan
- Crisis communications manual
- Website
- Social media campaigns
- Production and dissemination of publications
- Production and dissemination of videos
- Event creation, participation and management (exhibition creation, advertising, promotion and presentation)
- Media and public relations initiatives
- Newsletter production and distribution
- Feedback surveys and studies

Annual Objective	Develop internal communications for the EUSPA
Implemented by	Internal Communications (WBS 1.03.03)
Expected Results	The Agency uses internal communications to empower its staff and to ensure everyone can stay "on message". This objective is meant to:



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1.	Foster a culture of	of positive team	spirit and	customer service

- 2. Promote better staff understanding and awareness of the Agency's mission, team and objectives
- 3. Enable staff to project a correct and consistent message about the Agency's key objectives to the outside world, allowing them to serve as "communication ambassadors"
- 4. Improve working environment by increasing communication flow across departments and by enhancing information sharing

Indicators	Result 2019	Target 2021	Means & frequency of verification
YoY increase in traffic to key media/social media/internet touchpoints for internal staff	100%	10%	Means: aggregated traffic volume statistics for the key touchpoints Frequency: quarterly
YoY increase in positive response to internal communications strategy	100%	10%	Means: aggregated results of surveys and other feedback mechanisms Frequency: quarterly
YoY number of attendees to event	100%	5%	Means: surveys when event on the usefulness of the event Frequency: when needed

- Annual communications plan
- Event creation, participation and management
- Newsletter production and distribution
- Feedback surveys and studies

Annual Objective 15	Develop stakeholder communications for the EUSPA				
Implemented by	Stakeholder liaison and communications (WBS 1.03.04)				
Expected Results	 The Agency maintains and improves stakeholder liaison, and reach out to stakeholders to: Increase dialogue and strategic partnerships aimed at fulfilling mutually-shared goals Enhance positive and open working relationships, exchange information and facilitate communications and liaison Increase the visibility of and appreciation for the Agency's work and its role within the EGNSS programmes as well as GOVSATCOM Build trust and engage stakeholders as partners who can act as multipliers and 				
Indicators		Result 2019	Target 2021	Means & frequency of verification	
YoY increase in traf- media/internet tou		100%	5%	Means: aggregated traffic volume statistics for the key touchpoints Frequency: quarterly	



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YoY number of attendees to event	100%	5%	Means: surveys when event on the usefulness of the event Frequency: when needed
YoY number of readers of our publication	N/A	500	Means: analytics Frequency: when needed
YoY number of online views of media releases	N/A	500	Means: analytics Frequency: when needed
YoY: number of video/pictures views	N/A	200	Means: analytics Frequency: when needed

Outputs

- Annual communications plan
- Website
- Social media campaigns
- Production and dissemination of publications
- Production and dissemination of videos
- Event creation, participation and management (exhibition creation, advertising, promotion and presentation)
- Media and public relations initiatives
- Newsletter production and distribution
- Feedback surveys and studies

Annual Objective 16	Ensure full compliance with the Commission Security Rules for the Agency			
Implemented by	Agency transversal security (WBS 2.02.01)			
Expected Results	 Management of authorisations to access EU Classified Information (EUCI) Management and maintenance of COMSEC accounts held by the Agency Issuing security incident reports Maintaining records of entries/exits to secured areas Delivery of EUCI documents 			
Indicators	Result 2019 Target 2021 Means & frequency of verification			
% of compliance with Commission decisions 2015/444 and 2015/443		100 %	100 %	Annual ad-hoc external inspections and audits reports; EUSPA quarterly review

- Authorisations to access EUCI
- Security incident reports
- Records of entries/exits to secured areas
- Delivery of EUCI documents
- COMSEC transfers and transportations
- Policy governance and authorisation of GSMC operational COMSEC activities as defined in GSMC Operations and Preparation Objective 3

Annual Objective 17	Assure the annual accreditation reviews of internal Agency systems/areas
Implemented by	Accreditation Panel of internal systems (WBS 2.02.03)



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Expected Results	 Organisation of the accreditation review of internal Agency systems/areas and report accordingly to the Agency's security accreditation authority Accreditation statements for internal systems signed by the system accreditation authority 							
Indicators		Result 2019	Target 2021	Means & frequency of verification				
Number of internal reviews	accreditation	8	6	Internal accreditation control list, EUSPA quarterly review				
Outputs								
Security accredSAA decision/a	litation report uthorisation to op	erate Agency are	as/systems					



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III.03 Delegated Activities (FOR INFORMATION ONLY)

In 2021, pending the new regulation, FFPA and contribution agreements, the Agency will continue to undertake its existing delegated tasks within the budget available.

III.03.01 EGNSS EXPLOITATION PROGRAMME MANAGEMENT

III.03.01.01 Overview of the Activity

With respect to EGNOS Exploitation Programme, the following key milestones are expected to be achieved in 2021:

- ESR 242A entry in operations;
- ESR 242B Critical Design Review (CDR);
- EGNOS V243 contract kick-off;
- Transition from EC-EUSPA EGNOS Exploitation Delegation Agreement to FFPA and EC-EUSPA contribution agreement for EGNOS;
- Transition from EGNOS EUSPA-ESA Working Arrangement to FFPA and EUSPA-ESA agreement for EGNOS.

The achievement of the above milestones will be measures through the regular reporting of the following EGNOS Key Indicators (KI):

No.	KI
KI#1a	Number of airports with EGNOS APV-1 procedures
KI#1b	Number of airports with EGNOS LPV-200 procedures
KI#2a	Number of airports with EGNOS procedures implementing APV-I service level and with APV-I available
KI#2b	Number of airports with EGNOS procedures implementing LPV-200 service level and with LPV-200 available
KI#3a	EGNOS APV-I service availability percentage
KI#3b	EGNOS LPV-200 service availability percentage
KI#4a	APV-I EGNOS SOL coverage over EU-MS+NO+CH land masses
KI#4b	LPV-200 EGNOS SOL coverage over EU-MS+NO+CH land masses
KI#4c	NPA EGNOS SOL coverage over EU-MS+NO+CH land masses
KI #5	EDAS users monitoring
KI #6a	APV-I SoL availability service area vs SDD
KI #6b	LPV-200 SoL availability service area vs SDD
KI #6c	NPA SoL availability service area vs SDD
KI #7a	APV-I SoL continuity service area vs SDD
KI #7b	LPV-200 SoL continuity service area vs SDD
KI #7c	NPA SoL continuity service area vs SDD
KI #8	OS performance and availability



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No.	KI
KI#9	EDAS performance and availability
KI#10	EU user satisfaction to EGNOS services
KI#11	Share of EGNOS enabled receivers in the worldwide and the EU Global Navigation Systems/Satellite Based Augmentation System (GNSS/SBAS) receivers market
KI#12	EGNOS Service helpdesk Reaction Time
KI#13	Timely achievement of Service milestones vs objectives
KI#14	Timely achievement of EGNOS V2 developments (e.g. V242B and 243) qualification milestones vs. objectives
KI#15	Timely achievement of EGNOS V3 developments and Phase B studies milestones vs. objectives
KI#16	Timely achievement of accreditation milestones
KI#17	Mean time between critical service incidents
KI#18	Mean time to mitigate critical service incidents
KI#19	EGNOS Portal statistics
KI#20	EGNOS web portal availability

With respect to the Galileo Exploitation Programme, the following key milestones are expected to be achieved in 2021:

- Transition from EC-GSA Galileo Exploitation Delegation Agreement to FFPA and EC-EUSPA contribution agreement for Galileo (signature expected by 22 June 2021);
- Transition from Galileo GSA-ESA Working Arrangement to FFPA and EUSPA-ESA contribution agreement for Galileo (signature expected by 22 June 2021);
- Completion of FOC2 site extension for System Build 2.0 deployment;
- Launch of first Batch 3 satellites;
- Issue of Specific Contract for follow-up relevant launch services, as part of Collective Framework Contract;
- Next Specific Contract for the Galileo Service Operator (GSOp SC3);
- Launch of the next framework contracts for SAR/Galileo service provision;
- Launch of the next GSC infrastructure;
- Launch of the next GRC infrastructure and hosting services;
- Launch of new services and system support contract;
- Update of the OS Service Definition Document;
- Preparation and implementation as relevant for new services (e.g. OSNMA, HAS, CAS, early warning services, remote beacon activation, ionospheric prediction capability, INAV)

The achievement of the above milestones will be measures through the regular reporting of the following Galileo Key Indicators (KI):



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No.	KI
KI#1	Ratio of Satellites Successfully Launched versus Planned
KI#2	Ratio of fully operational satellites (average - i.e. broadcasting healthy messages) versus total commissioned satellites still in operational constellation
KI#3	Navigation Service Performance - As per MPL in SDDs (for all declared services)
KI#4	Timely achievement of Service milestones vs. FOC Service roadmap non-risk adjusted and risk adjusted objectives (covers G1G and G2G ³⁰)
KI#5	Timely achievement of Infrastructure milestones vs. FOC Service roadmap non-risk adjusted and risk adjusted objectives (covers G1G and G2G¹)
KI#6	Timely achievement of accreditation milestones vs FOC Service roadmap non-risk adjusted and risk adjusted (covers G1G and G2G¹)
KI#7	Timely achievement of PRS uptake and technological roadmap versus approved PRS uptake and technological roadmap
KI#8	Timely delivery of GSMC Security Monthly Report
KI#9	Timely GSMC reaction to incident reported
KI#10	Mean time between CAT-1 service incidents
KI#11	Timely completion of preliminary analysis of security incident by GSMC
KI#12	Mean time to mitigate CAT-1 service incidents
KI#13	Timely delivery of GRC Monthly Performance Reports
KI#14	GSC Portal statistics
KI#15	GSC web portal availability
KI#16	GSC Reaction Time for NAGU
KI#17	GSC Reaction Time for User queries
KI#18	Timely delivery of Quarterly Performance Reports
KI#19	Ratio of Galileo/EGNOS enabled receiver models in the total number of available receivers over all the markets

III.03.02 GOVSATCOM COORDINATION

III.03.02.01 Overview of the Activity

With respect to GOVSATCOM, the Agency shall implement the preparatory action activities entrusted by the Commission under the relevant GOVSATCOM contribution agreement.

In particular, the network of governmental satellite communication users shall be established, and their respective needs and requirements collected, analysed and consolidated. A first draft of the user requirement document is planned to be produced in 2021, which will represent the comprehensive users' perspective as provided by the respective user communities connected to all the GOVSATCOM nominated representatives represented in the EUSPA-led CSA project. It will be followed in 2022 by a consolidated version and the definition of the respective Use Cases that will drive the conceptual

³⁰ To be agreed in G2 CBCS



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definition of the secure satellite communication services to be enabled by the future EU GOVSATCOM programme.

Leveraging the extensive experience in the management of secure and governmentally secure systems, the Agency shall support the Commission in defining the Security Requirements Implementing Act, contributing to the assessment and definition of security aspects such as risk and threat analyses, Programme Security Instructions and Classification Guides. In that respect a security requirements document for the EU GOVSATCOM shall be defined.

Furthermore, the user perspective and the security requirements defined for the future EU GOVSATCOM, shall be leveraged to explore alternative design options for the GOVSATCOM ground infrastructure (Hub) through specific procurement.

Moreover, the following activities are expected to implemented in 2021 entrusted by the Commission under the Contribution Agreement, subject to the approval by the Commission of the first issue annual work plan.

- Procurement of the GOVSATCOM Hubs: On the basis of the studies performed within the GOVSATCOM Preparatory Action, and under the oversight of the Commission, EUSPA will manage the procurement contracts for the development of secure operational ground segment (GOVSATCOM Hubs).
- Preparation of the Hubs operator: EUSPA will procure support for the preparation of the contractual aspects of the service contracts with the GOVSATCOM operators.
- Preparation of the GOVSATCOM User Equipment: EUSPA will launch a study on the technical requirements and specifications for User Equipment interoperability, roadmap for standardisation and development activities.

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III.03.02A SPACE SITUATIONAL AWARENESS ACTIVITIES

III.03.02a.01 Overview of the Activity

With respect to Space Situational Awareness the Agency shall implement preparatory activities in

relation to User uptake, information and services and other connected activities.

The Space Situational Awareness activities entrusted to EUSPA are summarized in Section II.02.02.02a.

III.03.03 RESEARCH & DEVELOPMENT ACTIVITIES

III.03.03.01 Overview of the Activity

The Horizon 2020 EU Framework programme for research and innovation provides opportunities for

the development of new applications (apps) for use with EGNOS and Galileo in different market

segments. The Commission entrusts the Agency with the implementation of H2020 activities, as

defined in the Delegation Agreement.

As in 2021-2023 some of the H2020 projects will be still running, the Agency shall be responsible for

monitoring the projects, making the necessary checks and recovery procedures, and for performing

budget implementation tasks covering revenue and expenditure within the meaning of the Financial

Regulations. The Agency shall also conclude public procurement procedures and manage the ensuing

contracts - including the operations required to launch public procurement procedures. It shall also

provide support to the Commission in implementing the Galileo-related activities.

In 2021, the Agency will manage running projects from the 3rd, 4th and 5th Horizon 2020 calls. No

additional calls for proposals are expected after 2020. As part of the H2020 Delegation, the Agency

will organise events and other opportunities to promote participation in and the results of the

programme.

In addition to the abovementioned tasks, the Agency has also endorsed the launch and management

of PRS user segment related procurements organised into two items, PRISMA and DISPATCH. By 2020,

these activities will be complete, and the Agency envisages no further PRS activities under this

agreement.



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Fundamental Elements complements the EUs Horizon 2020 research programme and focuses on supporting the development of innovative chipset and receiver technologies that industry would not yet invest in on its own initiative, thus accelerating the integration of Galileo and EGNOS into market-ready devices.

As per H2020 also for FE many projects will be still running and the Agency shall be responsible for monitoring the projects.

In 2021, the Agency will manage the following running projects:

- 1. Development of a Galileo-based timing receiver for critical infrastructures
- 2. Development of GNSS receiver technologies for Premium and General mass market
- 3. Aviation DFMC SBAS Receiver Prototype
- 4. Multi-frequency Multipurpose Antenna for Galileo
- 5. Enhanced Receiver for autonomous driving/navigation
- 6. Enhanced GNSS Receiver/User Terminal
- 7. Filling the gaps and emerging E-GNSS receivers technologies
- 8. Development of an advanced interference detection and robustness capabilities system
- 9. Development of a drone-borne double frequency Galileo receiver
- 10. Shipborne double frequency multi-constellation receiver (E1/E5)
- 11. Receiver for localisation in train signalling
- 12. HAS User Algorithm and Terminal
- 13. Receiver technologies for high-precision in mass-market

In 2021, EUSPA has been delegated implementation of the Horizon Europe programme for the development of downstream applications based on the EU space programme components, to be performed in an integrated strategic approach with its market development and user uptake core tasks.

In this frame the Agency will support the European Commission Space Entrepreneurship Initiative (Cassini) and will also manage the Space Hackathons and Mentoring, innovation competition to stimulate new ideas and prototypes based on Copernicus and EGNSS.

The complete list of activities to be launched in 2021 includes six actions to be implemented by the Agency, under the contribution agreement between the Commission and EUSPA and it is reported in

EUSPA DE European Union Agency for the Space Programme

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Annex XI "Specification of the two calls to be launched by EUSPA under indirect management during

2021 and 2022"

The Research and Development activities will include also Fundamental Elements (covered by the EU

Space Programme), integrated applications among programme components as well as actions to

foster and innovative and competitive space downstream sector with new call planned for publication.

III.03.04 USER UPTAKE ACTIVITIES

III.03.04.01 Overview of the Activity

In 2021 several activities will be performed by EUSPA under delegation from the European

Commission:

• Support to the European Commission in the implementation of the Space Strategy for Europe

EUSPA will support EC in activities that will impact the market uptake of the space programme

components (including support to the design and implementation of the regulatory measures,

standardization activities, impact assessments, stakeholder consultations etc.) with the objective of

maximising the benefits of space for society and the EU economy.

Extension of the User Consultation Platform (UCP) to Copernicus and GOVSATCOM users.

EUSPA plans to manage the UCP for Copernicus and GOVSATCOM collecting user needs and

requirements and addressing also synergies among all the space programmes. In 2021 EUSPA will start

working on the preparation of the consultation planned for 2022.

Support to the European Commission in the area of International Relations and space data

management

EUSPA will support the European Commission upon request in executing the international cooperation

at industrial level as well as supporting EU companies in reaching other non-EU markets for their

products and solutions. In addition, the Agency will also support EC in the data management and

business development.

Capacity building activities

Single Programming Document

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EUSPA will work on successful Capacity Building activities as done in the past and adapt its efforts for the future, leveraging and re-shaping initiatives like GNSS professional training sessions, university networks, internship programmes and also innovative online trainings.



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Annexes

Annex I: Resource Allocation Per Activity (2021 – 2023)

Activity ³¹	FTE 2021	FTE 2022	FTE 2023
Security accreditation tasks			
TA	12.8*	14.2*	15.2*
CA, SNE	9.4*	10.4*	10.4*
Total	22.2*	24.6*	25.6*
PRS Core activities			
TA	1.5	1.7	2.7
CA, SNE	0.4	0.4	0.4
Total	1.9	2.1	3.1
GSMC Operations & preparation			
TA	27.2	28.8	28.8
CA, SNE	21.7	22.7	22.7
Total	48.9	51.5	51.5
Communication, promotion and marketing of the ser	vices		
TA	16.6	19.1	19.1
CA, SNE	4.8	4.8	4.8
Total	21.4	23.9	23.9
Agency Management			
TA	30.8	38.2	44.2
CA, SNE	23.1	19.1	15.1
Total	53.9	57.3	59.3
EGNSS Exploitation			
TA	74.9	92.4	100
CA, SNE	8.5	7.5	6.5
Total	83.4	99.9	106.5
EGNSS core operational security			
TA	10.9	14.2	14.8
CA, SNE	0.5	0.5	0.5
Total	11.4	14.7	15.3
GOVSATCOM			
TA	5.7	8.5	10.3
CA, SNE	1.2	1.2	1.2
Total	6.9	9.7	11.5
Research & Development activities			
TA	10.6	13.9	15.9
CA, SNE	5.4	3.4	2.4
Total	16.0	17.3	18.3
Total FTE TA	191	231	251
Total FTE CA, SNE	75	70	64

³¹ The Agency notes that it is currently identifying with the Commission how to gradually and progressively reduce the total number of CAs. The data displayed are projected allocations at the beginning of the respective calendar year.

^{*} In contrast with previous versions of the SPD, and consistently with other activities of the Agency, the allocation for SAB tasks now also includes contributions from administration functions within the Agency (legal and procurement, and finance).



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otal FTE	266	301	315
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Annex II: Financial Resources 2021 - 2023

All figures in this section are in EUR.

TABLE 1 — EXPENDITURE

	2020		2021		
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations	
Title 1	23 663 958.85	23 663 958.85	27 989 700,15	27 989 700,15	
Title 2	6 065 521	6 065 521	10 360 515,02	10 360 515,02	
Title 3	5 720 000	5 720 000	18 780 000	5 794 000	
Total	35 449 479.85	35 449 479.85	57 130 215,17	44 144 215,17	

Commitment Appropriations

	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
Title 1 – Staff Expenditu	ire						
11 - Salaries and Allowances	19 645 547.49	21 888 459	30 871 101	25 172 492.15	15%	33 553 288	37 227 558
Of which establishment plan posts	13 666 467.82	16 916 635	25 020 900	19 982 062.30	18%	29 587 824	
Of which external personnel	5 979 079.67	4 971 824	5 850 201	5 190 429.85	4%	3 965 464	
12 Expenditure relating to Staff Recruitment	100 000	116 000	176 000	100 000	-14%	100 000	70 000
1210 Medical Expenses	13 840.21	50 000	129 500	133 681,00	167%	139 500	149 500
1300 Missions	1 147 426.5	1 450 000	1 794 870	783 709	-46%	1 000 000	1 000 000

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	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
14 Training	193 000	157 500	800 000	568 000	261%	558 000	598 000
1500 Social Welfare	310 585.1	500 000	940 000	454 818	-9%	625 000	650 000
16 External Services	327 085	300 000	325 000	775 000	158%	325 000	350 000
17 Receptions and events	952.1	2 000	10 000	2 000	0%	2 000	2 000
Title 2 – Infrastructure	and operating expen	diture					
20 Rental of buildings and associated costs	2 734 497.93	2 873 016	7 761 990	3 154 958.30	10%	3 585 070	4 034 549
21 Information and communication technology	1 725 115.49	1 500 000	4 304 405	4 988 160	233%	7 459 280	7 166 754
22 Movable property and associated costs	33 000	20 000	118 703	80 000	300%	134 640	93 636
23 Current administrative expenditure	939 084.28	1 060 000	1 570 657	1 629 896,72	54%	1 424 574	1 678 082
24 Postage / Telecommunications	205 898.24	262 505	666 840	130 000	-50%	148 140	183 684
25 Meeting Expenses	47 397.8	60 000	162 793	65 000	8%	153 000	156 060
26 Running costs in connection with operational activities	65 000	290 000	502 143	312 500	8%	475 000	475 000
27 Information and publishing 28 Studies							



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	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
Title 3 – Operational Ex	penditure						
Operational Expenditure		4 920 000	22 852 000	18 780 000	282%	20 350 000	20 805 000
3100 Expenditure on Studies	5 633 129.84	4 140 000	21 935 000	18 000 000	335%	19 350 000	19 805 000
3300 SAB expenditure	468 302.81	780 000	917 000	780 000	0%	1 000 000	1 000 000
Total Expenditure	33 589 862.79	35 449 479.85	72 986 002	57 130 215,17	61%	70 032 492	74 639 822

Payment Appropriations

	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
Title 1 – Staff Expenditu	ire						
11 - Salaries and Allowances	19 645 547.49	21 888 459	30 871 101	25 172 492.15	15%	33 553 288	37 227 558
Of which establishment plan posts	13 666 467.82	16 916 635	25 020 900	19 982 062.30	18%	29 587 824	
Of which external personnel	5 979 079.67	4 971 824	5 850 201	5 190 429.85	4%	3 965 464	
12 Expenditure relating to Staff Recruitment	100 000	116 000	176 000	100 000	-14%	100 000	70 000
121 Medical Expenses	13 840.21	50 000	129 500	133 681	167%	139 500	149 500
13 Missions	1 147 426.5	1 450 000	1 794 870	783 709	-46%	1 000 000	1 000 000
14 Training	193 000	157 500	800 000	568 000	261%	558 000	598 000



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	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
15 Social Measures	310 585.1	500 000	800 000	454 818	-9%	625 000	650 000
16 External Services	327 085	300 000	325 000	775 000	158%	325 000	350 000
17 Receptions and events	952.1	2 000	10 000	2 000	0%	2 000	2 000
Title 2 – Infrastructure	and operating expen	diture					
20 Rental of buildings and associated costs	2 734 497.93	2 873 016	7 761 990	3 154 958.30	10%	3 585 070	4 034 549
21 Information and communication technology	1 725 115.49	1 500 000	4 304 405	4 988 160	233%	7 459 280	7 166 754
22 Movable property and associated costs	33 000	20 000	118 703	80 000	300%	134 640	93 636
23 Current administrative expenditure	939 084.28	1 060 000	1 570 657	1 629 896,72	54%	1 424 574	1 678 082
24 Postage / Telecommunications	205 898.24	262 505	666 840	130 000	-50%	148 140	183 684
25 Meeting Expenses	47 397.8	60 000	162 793	65 000	8%	153 000	156 060
26 Running costs in connection with operational activities	65 000	290 000	502 143	312 500	8%	475 000	475 000
27 Information and publishing 28 Studies							
Title 3 – Operational Ex	nenditure						



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	Executed Budget 2019	Budget 2020	Draft Budget 2021 (Agency Request)	Draft Budget 2021 (Budget Forecast)	VAR 2021/2020	Envisaged in 2022	Envisaged in 2023
Operational Expenditure	8,914,724.45	4 920 000	22 852 000	5 794 000	18%	20 350 000	20 805 000
3100 Expenditure on studies	7 661 755,67	4 140 000	21 935 000	5 014 000	21%	19 350 000	19 805 000
3300 SAB expenditure	868 401.43	780 000	917 000	780 000	0%	1 000 000	1 000 000
Total Expenditure	36,018,587.24	35 449 479.85	72 986 002	44 144 215,17	25%	70 032 492	74 639 822

TABLE 2 – REVENUE

Davanuas	2020	2021
Revenues	Revenues estimated by the agency	Budget Forecast
EU contribution	34 664 000.40	56 175 273,17
Other revenue	785 479.45	954 942
Total revenue	35 449 479.85	57 130 215,17

Revenues	2019 Executed Budget		2021 Budget as equested by the agency	2021 Budget Forecast	VAR 2021 /2020	Envisaged 2022	Envisaged 2023
1 Revenue from Fees and Charges							
2. EU Contribution	35 287 711.91	34 664 000.40	71 365 994	56 175 273.17	62%	68 345 460	72 812 237

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Of Which Administrative (Title 1 And Title 2)	21 119 896.79	29 729 479.45	48 783 994	37 395 273	26%	49 710 931	53 834 823
Of Which Operational (Title 3)	14 167 815.12	4 934 520.95	22 582 000	18 780 000	281%	18 589 974.23	18 977 414
Of Which Assigned Revenues Deriving from Previous Years' Surpluses	230 624.46	61 381.40	207 189	207 189	238%	44 554.77	
3 Third Countries Contribution (Incl. EFTA and Candidate Countries)	730 875.33	785 479.45	1 620 008	954 942	22%	1 687 032	1 827 585
Of Which EFTA	730 875.33	785 479.45	1 620 008	954 942	22%	1 687 032	1 827 585
Of Which Candidate Countries							
4 Other Contributions							
Additional EU funding stemming from Grants (FFR Art.7)							
Additional EU funding stemming from Contribution agreements (FFR Art.7) Additional EU funding	523 494 171.23	1 060 965 831	728 554 700	728 554 700	-31%	302 199 520	1 756 822
stemming from Service Level Agreements (FFR Art. 43.2)							
5 Administrative Operations							
6 Revenues from Services Rendered Against Payment							

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7 Correction of Budgetary Imbalances							
Total Revenues	559 512 758.24	1 096 415 310.85	801 540 702	785 684 915	-28%	372 232 012	76 396 644

TABLE 3 — BUDGET OUTTURN AND CANCELLATION OF APPROPRIATIONS

Budget Outturn	2018	2019	2020
Revenue actually received	746 418 900.44	768 428 717	933 544 633.22
Payments made	(823 730 788.41)	-554 790 908	-782 887 409.39
Carry-over of appropriations	(442 442 271.96)	-650 708 319	-796 429 983,64
Cancellation of appropriations carried over	126 883.93	87 477	99 575.90
Adjustment for carry-over of assigned revenue appropriations from previous year	519 755 034.93	437 197 176	645 646 090.38
Exchange rate differences	(66 377.53)	-6 954	71 648.30
Adjustment for negative balance from previous year			
Total:	61 381.40	207 189.17	44 554.77

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EUSPA Carrier Space Programma

Annex III: Human Resources - Quantitative

The figures in the following tables reflect the Agency's allocation of resources to carry out the activities

currently assigned to its responsibility. The figures are subject to change once the new regulatory

framework is in place.

The Agency relies on an increased number of Contract Agents, in comparison to the Legislative

Financial Statement, but under valid justification and in consultation with the Commission.³²

Additional CAs (+31 in addition to 34 planned in the LFS) were recruited to both carry out and support

core and delegated budget activities, for example concerning H2020, Fundamental Elements, PRS,

non-EU EGNOS extensions etc.

The criteria used to identify the need of contract agents' positions are the following:

keeping and further developing the expertise within the EUSPA in support of operational

functions related to core & delegated activities;

to reinforce capabilities in areas of work where a specific competence profile is needed for a

limited period or where a long-term requirement has not yet been defined.

The recruitment of these contract agents as well as their potential contracts' renewal have

always been subject to budget availability. The Agency is committed to critical reviews with

regard to long-term resources planning in order to regularly assess and ensure consistent

optimal allocation of human resources against priority needs and assigned tasks and

responsibilities.

The Agency notes that it is currently identifying with the Commission how to gradually and progressively reduce the total number of CAs.



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TABLE 1 – STAFF POPULATION AND ITS EVOLUTION; OVERVIEW OF ALL CATEGORIES OF STAFF

Statutory staff and SNE

Human Resources		2019		2020	2021 ³³	2022	2023
	Authorised Budget	Actually filled as of 31/12/2019 ³⁴	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	135	134	99.3	147	189	229	249
Assistants (AST)	4	4	100	3	2	2	2
Assistants/Secretaries (AST/SC)							
ESTABLISHMENT PLAN POSTS	139	138	99.3	150	191	231	251
Contract Agents (CA)	58	57	98.3	34	65	63	61
Seconded National Experts (SNE)	5	3	60	2	11	14	17
TOTAL STAFF	202	198³⁵	98	186	267	308	329

 $^{^{\}rm 33}$ Pending the confirmation for 2021 staff numbers (establishment plan).

³⁴ Including 9 accepted offers for TA positions and 1 accepted offer for CA position.

³⁵ All financed from the EU contribution.



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Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2020	2021	2022	2023
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract Agents (CA)				
Seconded National Experts (SNE)				
TOTAL				

Other Staff

• Structural service providers

	Actually filled as of 31/12/2019
Security ³⁶	52
IT	22

³⁶ Includes local security, GSMC and operational security.



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GNSS programmes	73
Corporate services	13

• Interim workers

	Actually filled as of 31/12/2019
Number	4

TABLE 2 - MULTI-ANNUAL STAFF POLICY PLAN (2021 - 2023)

and		2019					2021		2022		2023	
Function group grade	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm.	Temp.	Perm. posts	Temp.	Perm Posts	Temp posts	Perm. posts	Temp. posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1



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and		20	19		20	20	20:	21	2	022		2023
Function group and grade	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp.	Perm. posts	Temp.	Perm Posts	Temp posts	Perm. posts	Temp. posts
AD 13		4		2		3		5		6		7
AD 12		7		1		8		10		10		12
AD 11		8		6		9		12		17		19
AD 10		17		10		16		21		26		28
AD 9		20		18		27		36		45		48
AD 8		42		35		46		55		62		65
AD 7		24		38		27		34		44		47
AD 6		6		15		4		8		10		12
AD 5		6		8		6		7		8		10
AD TOTAL		135		134		147		189		229		249
AST 11												
AST 10									_			
AST 9												
AST 8									_			
AST 7								1	_	1		1
AST 6		2		1	-	1		1	_	1		1



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Function group and grade		20	19		20	20	202	21	2	022	2023		
	Authorise	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp.	Perm. posts	Temp.	Perm Posts	Temp posts	Perm. posts	Temp. posts	
AST 5		1		1		2							
AST 4		1		1									
AST 3				1									
AST 2													
AST 1													
AST TOTAL		4		4		3		2		2		2	
AST/SC 6													
AST/SC 5													
AST/SC 4													
AST/SC 3													
AST/SC 2													
AST/SC 1									_				
AST/SC TOTAL													
TOTAL		139		138		150		191		231		251	
GRAND TOTAL	13	39	13	38	15	50	19)1	2	231		251	



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• External personnel

Contract Agents

Contract agents	Authorised 2019	Recruited as of 31/12/2019	Authorised 2020	Estimate 2021
Function Group IV	47	48	23	52
Function Group III	8	6	7	12
Function Group II	3	3	4	1
Function Group I				
TOTAL	58	57	34	65

Seconded National Experts

Seconded National Experts	Authorised 2019	Recruited as of 31/12/2019	Authorised 2020	Estimate 2021
TOTAL	5	3	2	11



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TABLE 3 - RECRUITMENT FORECASTS FOR 2021 FOLLOWING RETIREMENT/MOBILITY OR NEW REQUESTED POSTS (INFORMATION ON THE ENTRY LEVEL FOR EACH TYPE OF

POSTS: INDICATIVE TABLE)

Job title in the Agency	Type of o	contract	TA/Official	CA
	(Official,	TA or CA)	Function group/grade of recruitment	Recruitment Function Group (I,
(cf examples below)	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (Brackets) and external (single grade) foreseen for publication*	II, III or IV)
Head of Galileo Services Department	1 TA		AD9-AD12 (internal and inter-institutional) AD9-AD12 external	
Legal and Procurement Officer	1 TA		AD5-AD6 (internal and inter-institutional) AD 5 external	
Cyber Security Engineer	1 TA		AD7-AD8 (internal and inter-institutional) AD 7 external	
Space Downstream Research and Innovation Officer	1 TA		AD5-AD6 (internal and inter-institutional) AD 6 external	
Configuration Support Officer	1 CA			FG IV
Engineering Support Officer	1 CA			FG IV

^{*} indication of both is required

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European Union Agency for the Space Programme

Annex IV: Human Resources - Qualitative

A. RECRUITMENT POLICY

EUSPA employs temporary agents (TAs), contract agents (CAs) and seconded national experts. The

Agency does not employ officials.

Employment and selection procedures for Temporary Agents and Contract Agents are governed by

the Staff Regulations and the respective implementing rules. Seconded National Experts are seconded

to EUSPA and remain in the employment of their seconding organisation while working at EUSPA.

Since 2019, the Agency uses a new e-Recruitment tool to streamline and increase efficiency of the

selection processes. The tool allows candidates to create their own profile and to manage their

applications for relevant procedures. The tool is used for vacancies published externally for temporary

agents, contract agents and trainees.

Recruitment procedures for temporary and contract agents include the following steps:

• publication of vacancy notices on EUSPA website via the new EUSPA e-Recruitment tool.

Vacancy notices are also disseminated internally and sent to all other EU institutions and

agencies, as well as to EUSPA Administrative Board members. Wide, tailor-made

dissemination takes place to attract quality candidates. The vacancy notices state eligibility

and selection criteria and indicate type and duration of contract and recruitment grade;

setting up a selection board which represents the team where the future staff member will

work, the administration and staff committee. For highly specialised posts, EUSPA might

request the assistance of external members;

pre-selection of candidates based on the application forms submitted online via the e-

Recruitment tool. In selected procedures video interviewing tool is used as a second screening

which allows validation of candidates' technical knowledge and expertise;

selected candidates are invited to written test and interview which cover the specific

competences, behavioural competences and language abilities as indicated in the vacancy

notice;

the selection board prepares a final report with a proposed shortlist of successful candidates

which is sent to the authority authorised to conclude contracts of employment (AACC). A

reserve list or list of suitable candidates is established by the AACC;



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- for TAs and key positions, additional interview(s) with the AACC are scheduled. In the case of
 management positions, an additional assessment of management capacities by external HR
 consultants may be required;
- the offer of the post is signed by the AACC.

Implementing rules in place

		Yes	No	If no, which other implementing
				rules are in place
Engagement of CA	Model Decision C(2019)3016	٧		
Engagement of TA	Model Decision C(2015)1509	٧		
Middle management	Model decision C(2018)2542	٧		
Type of posts	Model Decision C(2018)8800	٧		

Temporary Agents

The established recruitment grades (internal, inter-agencies and external selection procedures) for the key functions of temporary agents are listed in the table below, which is based on the GSA Decision of 28 June 2019 on types of post and post titles in the European GNSS Agency:

Type of post	Function group / Grade	Post title			
Head of Unit or equivalent	AD 9 – AD 11	Head of Unit			
	(Head of Department			
	(exceptionally AD 12)	Head of Task Force			
Administrator	AD 5 – AD 8	Post titles established in the Agency to perform			
		administrator functions: e.g. Engineer, Senior			
		Engineer, Officer			
Assistant	AST 1 – AST 4	Assistant, Project Assistant			
Secretary/Clerk	SC 1 – SC 2	Secretary/Clerk			

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European Union Agency for the Space Programme

Although the Agency carefully evaluates all options so as not to recruit at excessive grade levels, in some cases, the recruitment of senior technical and specialised experts might be set above the lowest entry grades due to the labour market restrictions.

In fact, in order to fill some crucial positions, the Agency must recruit senior specialised experts with a minimum of nine years work experience. As profiles with specific competencies are quantitatively scarce in the labour market, the Agency must compete as an employer with the attractive employment conditions offered by both the private space industry and national space authorities. Experts are requested to deal with industry and institution specialists at the same level of expertise.

The Agency also employs technically qualified staff in support functions within the corporate services departments. It is of the utmost importance to meet the Agency's objectives to recruit staff with broad knowledge and experience in their respective fields of work.

In any case, the Agency expects recruitment of technical experts at grade AD9 - 12 to remain within the limits of 20% of all recruitments per year (averaged over five years).

Temporary agents are typically offered a contract of maximum five years, renewable for another timelimited period not exceeding five years. Second renewal is an indefinite character. All renewals of contract are subject to thorough examination of the performance of the staff member and depend on EUSPA's work programme, priorities, and available budgetary provisions.

Contract Agents

The Agency foresees further reliance on an increasing number of Contract Agents, in comparison with the Legislative Financial Statement, but under valid justification and in consultation with the Commission.

It is important to stress that the Agency is fully committed to the efficient use of its resources and reassess their allocation annually to ensure that staff are assigned to priority areas.

Contract agents are typically offered time-limited contracts of five years. Contracts are renewable once for another time-limited period of not more than five years consistent with EUSPA's needs, priorities and available budget. If a second renewal is granted, it will be for an indefinite period.

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Seconded National Experts

In 2020, seven Seconded National Experts were employed at the Agency within the Galileo Security

Monitoring Centre, Security, Security Accreditation, Galileo and Market Development departments,

in line with the rules on secondment to the Agency adopted by the Administrative Board³⁷.

The Agency highly values the expertise of the Seconded National Experts. Efforts have been made to

promote this opportunity with Member States. In 2019, an open-ended call has been published

covering all possible areas of the Agency tasks.

Structural Service Providers

Outsourcing has been thoroughly considered by the Agency and implemented whenever necessary

and allowed by the budget. Structural service providers are contracted through open tender

procedures and subsequent framework contracts. The Agency has several external consultants

working in various areas, including in the Galileo and EGNOS Services Departments, Security and

Market Development. Part of the Facilities, Logistic and ICT functions are also supported by external

service providers.

The Agency's request for additional resources is partially linked to the need to internalise some of the

tasks currently carried out by external service providers. It is necessary to retain expertise that is

considered crucial for the organisation.

Short-term functions may also be temporarily filled with 'interim agents' (staff engaged by an external

agency that have been awarded a framework contract), especially to:

Temporarily replace staff who are absent due to maternity or parental leave, sickness or other

reasons

Cope with temporary peak periods that require additional workforce for a fixed period

Handle projects and/or tasks on a temporary basis that require specific competencies not

available within the Agency

Temporarily assist with different events, meetings and workshops organised by the Agency

³⁷ Decision GSA-WP-24, rules on the secondment to the Agency of national experts and national experts in professional training.

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B. APPRAISAL OF PERFORMANCE AND RECLASSIFICATION/PROMOTIONS

Table 1 - Reclassification of temporary staff/promotion of officials



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	Average seniority in the grade among reclassified staff									
Grades	Year N-4 2016	Year N-3 2017	Year N-2 2018	Year N-1 2019	Year N Actual average over 5 years 2020 (Value in brackets refer to 2020 - see explanations below the table)		Average over 5 years (Annex IB SR)			
AD05			2.33	3.60	2.00	2.17** (2.64)	2.8			
AD06	2.80	3.33	2.46	2.98	2.00	2.89* (2.71)	2.8			
AD07	3.20	3.21	3.98	3.05	3.00	3.35 (3.29)	2.8			
AD08	3.60	3.39	3.99	2.00	3.90	3.25 (3.38)	3			
AD09	3.50	3.94	3.52	2.50	3.07	3.37 (3.31)	4			
AD10		3.46		2.84	3.00	3.15 (3.10)	4			
AD11			3.84			3.84 (3.84)	4			



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	Average seniority in the grade among reclassified staff									
Grades	Year N-4 2016	Year N-3 2017	Year N-2 2018	Year N-1 2019	Year N 2020	Actual average over 5 years (Value in brackets refer to 2020 - see explanations below the table)	Average over 5 years (Annex IB SR)			
AD12	5.80		4.00			4.90 (4.90)	6.7			
AD13							6.7			
AST1							3			
AST2							3			
AST3	3.30					3.30 (3.30)	3			
AST4	2.80					2.80 (2.80)	3			
AST5			5.83			5.83 (5.83)	4			



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	Average seniority in the grade among reclassified staff									
Grades	Year N-4 2016	Year N-3 2017	Year N-2 2018	Year N-1 2019	Year N 2020	Actual average over 5 years (Value in brackets refer to 2020 - see explanations below the table)	Average over 5 years (Annex IB SR)			
AST6							4			
AST7							4			
AST8							4			
AST9							N/A			
AST10 (Senior assistant)							5			



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	Average seniority in the grade among reclassified staff									
Grades	Year N-4 2016	Year N-3 2017	Year N-2 2018	Year N-1 2019	Year N 2020	Actual average over 5 years (Value in brackets refer to 2020 - see explanations below the table)	Average over 5 years (Annex IB SR)			
AST/SC1							4			
AST/SC2							5			
AST/SC3							5.9			
AST/SC4							6.7			
AST/SC5							8.3			

Explanations:

EUSPA CEUTOPEAN Union Agency for the Space Programme

Ref.: EUSPA-OED-SPR-RPT-A14160

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* Average over 4 years

** Where, in a given grade, the number of reclassifications over the reference period is equal to or less than three, that average may be lower. In some cases (orange colour) we reclasiffied equal or less than 3 staff members.

Other remarks:

- 1) Average should be calculated over 5 years period (2015-2019). Data shown above refer to 2016-2020 (a 4 years period).
- 2) The Agency respects the Annex IB SR covering the temporary agents.
- 3) The Agency carefully monitors the average indicative duration of a career, per type of post and grade, as follows from the respective implementing rules on reclassification. It will further intensify its efforts to improve the compliance with the indicative averages a five-year average basis.



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Table 2 - Reclassification of contract staff

Function	Grade	Staff in activity at	How many staff	Average number	Average number of
Group		1.01.2018	members were	of years in grade	years in grade of
			reclassified in	of reclassified	reclassified staff
			Year 2019	staff members	members according to
					decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16				Between 5 and 7 years
	15	2.62	2.00	2.31	Between 4 and 6 years
	14	2.76	2.00	2.38	Between 3 and 5 years
	13	3.01	2.25	2.63	Between 3 and 5 years
CA III	11	4.00	2.33	3.17	Between 6 and 10 years
	10				Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5		2.33	2.33	Between 5 and 7 years
	4	3.17		3.17	Between 3 and 5 years
CAI	2				Between 6 and 10 years
	1				Between 3 and 5 years

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Other remarks:

1) Average should be calculated over 5 years period (2015-2019). while data shown above refers to 2016-

2020 (a 4 years period).

Annual performance appraisal and reclassification assessments are performed in accordance to

Articles 15 and 87 of the Conditions of Employment of Other Servants of the EU (CEOS) and the

respective implementing rules. All staff members are assigned individual annual objectives, aligned

with the Agency's high-level objectives, including performance indicators for each objective. Staff

members are subsequently appraised on the basis of these objectives and KPIs the following year. The

process also includes a proposal for further professional development.

C. MOBILITY POLICY

Mobility within the Agency

As the Agency continues to grow, it looks to attract the best-qualified applicants from various

backgrounds. To do this, it predominantly publishes vacancy notices externally. However, the internal

publication of vacancies or reassignments are also used as instruments for re-deploying staff internally

and for career development purposes.

In 2019, one staff member was assigned to new posts by means of internal mobility, maintaining

continuity of contracts in line with Article 12(2) of the implementing rules TA 2(f). Nine staff members

were reassigned following operational priorities.

Mobility among agencies

The Agency has not filled any posts by means of mobility between EU agencies but aims to strengthen

the promotion of the inter-agency mobility in the future. Three staff members who left the Agency in

2019 went on to new employment opportunities in other EU Agencies and four temporary agents

moved to EUSPA from another EU Agency.

D. GENDER AND GEOGRAPHICAL BALANCE

The figures shown in this section reflect the situation as of December 2019.





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D.1 Gender Balance- Table 1 - Data on 31/12/2019.

		Official		Tem	porary	Contra	ct Agents	Grand 1	Γotal
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level			34	89,5	24	79,3		
	Assistant level (AST & AST/SC)			4	10,5	6	20,7		
	Total			38	100%	30	100%		
Male	Administrator level			101	100	25	89,3		
	Assistant level (AST & AST/SC)			0	0	3	10,7		
	Total			101	100%	28	100%		
Grand Total				139		58			

The Agency is fully committed to the provision of equality of opportunity for all employees through its employment practices, policies and procedures, and gender equality is established as one of the EUSPA's values. This value is included in performance assessment as a means to promote gender equality competence for managers and staff. In this way, managers and staff are reminded to contribute to bringing the organisation and all its activities in line with the objective of gender equality.

The specific technical labour market in which the Agency operates shows a predominant proportion of men. This specific characteristic makes it difficult for the Agency to achieve a balanced gender distribution. However, the Agency has implemented the following actions to improve the situation:

• All EUSPA boards and committees, including recruitment selection boards and joint reclassification committees, are composed with attention towards gender balance.



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- All vacant posts are advertised containing statements regarding the Agency's practices as an
 equal opportunity employer. The Agency ensures that no employee or job applicant is treated
 unequally due to gender, marital or parental status, age, sexual orientation, disability,
 citizenship or religious belief with regard to recruitment and selection, training or opportunity
 for career development.
- Applicants are considered only on the basis of their relevant experience and competencies. In cases of candidates presenting equal merit in a selection procedure, the Agency will give priority to the underrepresented gender or nationality.
- The Agency is committed to continuously raising the awareness of staff and managers on the asset that a diverse workforce represents.

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management

	20	14	2019		
	Number	%	Number	%	
Female Managers	0	0	4	33,3	
Male Managers	6 (OED included)	100%	8 (OED included)	66,7	
	6	100%	12	100%	

With regards to reconciling professional and personal life and respectful working environment, a range of measures are in place. These measures focus on teleworking, the possibility of using flexi-time, support to multilingual tuition, a policy to protect the dignity of the person and to prevent psychological and sexual harassment, and initiatives related to well-being at work.



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D.2 Geographical Balance

Table 1- Data on 31/12/2019

Nationality	AD + AC FG IV		AST/SC- AST + CA F	GI/CA FGII/CA FGIII	TOTAL	
	Number	% of Total Staff members in AD and FG IV categories	Number	% of Total Staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Spain	33	19.30%			33	17.93%
Italy	30	17.54%			30	16.30%
France	29	16.96%	1	7.69%	30	16.30%
Czech Republic	21	12.28%	5	38.46%	26	14.13%
Romania	14	8.19%	1	7.69%	15	8.15%
Greece	9	5.26%			9	5.43%



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Belgium	6	3.51%	3	23.08%	9	4.89%
Poland	5	2.92%			5	2.72%
Slovakia	4	2.34%			4	2.17%
Bulgaria	4	2.34%			4	2.17%
Ireland	2	1.17%			2	1.09%
Portugal	2	1.17%			2	1.09%
The Netherlands	2	1.17%			2	1.09%
Lithuania	1	0.58%			1	0.54%
Croatia	1	0.58%			1	0.54%
Malta	1	0.58%			1	0.54%
Finland	1	0.58%			1	0.54%
Slovenia	1	0.58%			1	0.54%
Hungary	1	0.58%			1	0.54%
Sweden	1	0.58%			1	0.54%
The United Kingdom	1	0.58%	2	15.38%	3	1.63%



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Germany	1	0.58%		1	0.54%
Latvia	1	0.58%		1	0.54%
TOTAL	171		12	183	

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2014		2019	
	Number	%	Number	%
Spain	22	18,97 %	33	17,93 %



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E. SCHOOLING

Agreement in place with the European School(s): n/a				
Contribution agreements signed with the EC on type I European schools			No	
Contribution agreements signed with the EC on type II European schools	Yes	1		
Number of service contracts in place with international schools:	24	<u> </u>		
Description of any other solutions or actions in place:				
(see below)				

Prague does not currently benefit from an accredited European School, which is why the Administrative Board adopted a social measure supporting multilingual tuition for staff. A similar situation applies to staff located at the GSMC in France (Paris) and Spain (Madrid, incl. the GNSS Service Centre).

To date, the Agency has concluded 17 direct agreements with international schools in Prague, Czech Republic, including:

- Prague British International School s.r.o.
- Czech British School s.r.o.
- Park Lane International School a.s.
- Riverside School
- International Montessori School of Prague s.r.o.
- International School of Prague s.r.o
- Lycée Français de Prague
- Německá škola v Praze s.r.o (Deutsche Schule Prag)

- Mateřská škola b fresh s.r.o.
- Mateřská škola Duhovka, s.r.o.
- Soukromá základní Škola Hrou, s.r.o.
- Bambino Pre-school
- The Little Mole International Preschool of Prague
- 3 P'tites Pommes
- MS KIDS Company
- Villaluna
- Cocoon baby
- Global preschool
- Florentinum

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The Agency concluded five direct agreements with international schools in proximity to Saint-Germainen-Laye, France:

- The British School of Paris
- The Forest International School
- École Montessori Bilingue de Rueil Malmaison
- Montessori School of Saint-Germain-en-Laye École des Orchidées
- École Suger

A new accredited European School in Courbevoie, in Paris La Défense area is being set up as of September 2019. The process of accreditation is still ongoing and foreseen to be completed in 2021. The Agency is closely monitoring the process and will analyse all potential implications for all GSMC France staff concerned.

The Agency concluded one direct agreement with a school in proximity to Madrid, Spain:

Runnymede College

Following the opening of the Galileo Reference Centre (GRC) in The Netherlands, the Agency entered into a Mandate Level agreement with the European Commission for use of the accredited European School in proximity to Noordwijk, The Netherlands:

Rijnlands Lyceum.

In total, during the 2018-2019 scholastic year, 62 GSA staff members benefited from the social measure, and the Agency covered the educational cost of 107 children.

Annex V: Buildings

	Prague	Comments
Surface area (in square metres)	14 176.68	
of which office space	6 114	The estimated occupancy of the office space in Prague at the end of 2020 exceeds 90 %
of which non-office space	4 592.77	This is the area currently used by the Agency — meeting rooms, social rooms, storage, technical areas, corridors and open areas





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Technical areas (HVAC technologies)	3 469.91	This is under the responsibility of the building owner
Annual rent (EUR)	208 220 in 2019	The maximum estimated yearly rent between 2021 and 2023 shall be 210 000 EUR p.a.
Type and duration of rental contract	Indefinite	
Host country grant or support		The Agency pays 25 % of commercial rent and pays 100 % of its utility's consumption

	Prague – Building 2	Comments
Surface area (in square metres)		
of which office space		UNDER NEGOTIATION
of which non-office space		
Technical areas (HVAC technologies)		
Annual rent (EUR)		
Type and duration of rental contract	Indefinite	
Host country grant or support		

	France (Toulouse)	Comments
Surface area (in square metres)	309	
of which office space	252	
of which non-office space	57	
Annual rent (EUR)	81 916	2019
Type and duration of rental contract	Indefinite	The contract is renewed yearly

	France (Saint-Germain-en-Laye) B123	Comments
Surface area (in square metres)	813	
of which office space	282	Estimated occupancy of the office space is around 150 % (221 + 61 in Faraday Cage)
of which non-office space	383	103 of equipment room
Technical areas (HVAC technologies)	192	
Annual rent (EUR)	40 000	
Type and duration of rental contract	Ends on 31 December 2030	

	France (Saint-Germain-en-Laye) – BUILDING 2	Comments
Surface area (in square metres)	4544	UNDER DEVELOPMENT
of which office space	1037	
of which non-office space	1930	
Technical areas (HVAC technologies)	564	
Annual rent (EUR)	ongoing discussions with France	





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Type and duration of rental contract	Hosting Agreement between France, European Commission and GSA in force until Dec 2030 with automatic renewal for another 20 years. Amendment expected to address the Final Configuration.	Estimated delivery Q3/2022
	Spain (La Maranosa) E2	Comments
Surface area (in square metres)	1394	The size of the whole building is 2168,13
of which office space	140	
of which non-office space	958	HVAC, Electricity, Fire, Security systems, Sanitary & corridors
Annual rent (EUR)	N/A	In-kind contribution by Spain
Type and duration of rental contract	Hosting Agreement between Spain, European Commission and GSA in force for 20 years after signature with automatic renewal for another 20 years	

	Spain (La Maranosa) E6	Comments
Surface area (in square metres)	2737	UNDER DEVELOPMENT
of which office space	250	
of which non-office space	2487	1617 m ² OPE OPS/EQT, VAL OPS/EQT, storage 387 m ² HVAC, Electricity, Fire, Security systems, etc. 483 m ² Sanitary & corridors
Annual rent (EUR)	N/A	In-kind contribution by Spain
Type and duration of rental contract	Hosting Agreement between Spain, European Commission and GSA in force for 20 years after signature with automatic renewal for another 20 years.	Estimated delivery Q3/2021

	Belgium (Brussels)	Comments
Surface area (in square metres)	21	
Of which office space	21	
Of which non-office space		
Annual rent (EUR)	18 000	2021
Type and duration of rental contract	Indefinite	The contract is renewed yearly



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Annex VI: Privileges and Immunities

Privileges granted to staff		
Agency privileges	Protocol of privileges and immunities/diplomatic status	Education/day care
All privileges and immunities provided for in Protocol 7, such as exemption from all direct taxes (Article 3), exemption from custom duties, prohibitions and restrictions on imports and exports (Article 4), secret of communication and correspondence (Article 5).	All privileges and immunities provided for in Protocol 7, such as: laissez-passer (Article 6), direct tax exemption, currency exchange redemptions, import/export redemptions for furniture and vehicles, exemption form immigration restrictions (Article 11).	
In addition, in the Czech Republic, the Agency enjoys VAT exemption for: local purchases higher than 4000 CZK; for intra-Union purchases as per Directive 2006/112/EC and or intra-Union consignments of goods as per 2008/118/EC (Hosting Agreement with the Czech Republic, Article 9).	The Executive Director enjoys, irrespective of nationality, the privileges, immunities, exemptions and facilities necessary to perform all duties and functions of his/her office. The Director shall be treated as a diplomatic agent of comparable rank, in accordance with the norms of international law. Any members of the Director's family shall enjoy the same privileges, immunities, exemptions and facilities.	
Exemption from contributions to social security schemes and compulsory insurance (Hosting Agreement with the Czech Republic, Article 11). Hosting agreement with France, Article 13 bis, Hosting agreement with Spain, Article 18).	In addition, exemption from social security scheme contribution in France (Hosting Agreement with France Article13 bis), in Spain (Hosting Agreement with France Article18), Czech Republic (Hosting Agreement with Czech Republic Article13c).	
Further, the Agency enjoys immunities from national criminal, administrative, civil jurisdiction (Hosting Agreement with Czech Republic, Article 8. Hosting agreement with France, Articles 7 and 8, and Hosting agreement with Spain, Articles 7 and 8).	Further, in Czech Republic the Agency Staff enjoys VAT exemption: up to 100 000 CZK for local purchases higher than 4 000 CZK; for vehicle acquisition every three years (Hosting Agreement with Czech Republic (Articles 5 and 7).	
	Also, Agency Staff enjoys immunity form jurisdiction in France (Article 17), in Spain (Article 14) and the Czech Republic (Article13).	

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Annex VII: Evaluations

The Agency's Internal Control Coordinator (ICC) exercises a "coordination and reporting" role in relation

to both internal controls executed by operational departments and external controls or audits from

auditors representing key stakeholders. The Finance Department directly handles the relationship with

the Court of Auditors and the internal auditor from DG DEFIS.

The ICC coordinates interactions and controls addressing requests from:

The EUSPA Internal Audit Capability

The Commission's Internal Audit Service

External auditors, hired by ICC to perform corresponding audits under Delegation Agreements for

the benefit of the Commission's Directorate-General for Defence Industry and Space (DG DEFIS)

DG DEFIS Internal Control Coordination

The ICC coordinates the execution of ex-posts/actual controls. Audits are primarily performed by the

European Court of Auditors, the EUSPA Internal Audit Capability, the Commission's Internal Audit

Service, and external auditors (for DG DEFIS), and DG DEFIS internal auditors.

On the basis of the risk assessment executed by the Commission's Internal Audit Service and condensed

in its Strategic Internal Audit Plan (IAS GSA SIAP 2018-2020) for the Agency, the audits for the period

2018-2020 were executed in relation to major processes or operations (IT Governance in 2018,

exploitation of EGNOS in 2019) Galileo were audited in 2019-20. Other important potential audit topics

are horizontal processes (i.e. IT Security, Human Resources Management, including ethics and fraud

awareness) and possibly Market Development's Market Report and User Consultation Platform. For

2021 and beyond, the Commission's Internal Audit Service will have to launch another comprehensive

risk assessment of EUSPA and, consequently, a Strategic Internal Audit Plan (IAS GSA SIAP for 2021-

2023).

The EUSPA Internal Audit Capability (IAC) prepares an annual audit plan that is discussed and approved

by the Executive Director and EUSPA's Administrative Board. We are considering that IAC supports in

the definition of EUSPA's control strategy in 2020, and possibly beyond, acknowledging its enhanced

operational scope. This is a proposal still on the drafting board, and pending approval from EUSPA

Administrative Board.

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The EUSPA's Administrative Board is informed about reports from the Commission's Internal Audit Service (IAS GSA SIAP 2018-2020 and individual annual audit reports), EUSPA Internal Audit Capability (annual audit plan, individual audit reports, and annual audit review reports explaining the degree of

implementation of audits' recommendations.

Information, Reporting and Records

Information about audit records is systematically recorded, monitored and reported to management

and made available on the Agency's intranet, although access is restricted to a need-to-know basis.

Several other Commission intranet operational or audit record sites are developed or used for specific

purposes such as Internal Audit Service Issue Track for periodic audit recommendations or in relation to

such operational topics as, for example, the H2020 grant management databases.

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Annex VIII: Risk Management 2021

The key risks for 2021 are defined with the assumption that the Agency's main operational objectives are:

- Operate the EGNSS systems and ensure continuity of service at a high-level of performance
- Steer the evolution of the ground segment in accordance with programme objectives
- Continue deployment, incorporate new satellites and ensure their successful integration into service operations
- Ensure the definition of new/extended services and supervise new versions of the systems

At the time of writing, the top risks below are being managed at the corporate level. These are listed in no specific order of priority (these may potentially impact the achievement of the above-mentioned objectives):

- Continuity of Initial Services
- Achievement of Full Service
- Internal EUSPA Cyber Security
- Distribution of PRS information implementing Article 14
- Agency readiness for EUSPA governance arrangements

Countermeasures taken to reduce or eliminate risks are made up of a set of mitigation actions identified and implemented through the corporate risk management process.

Management of these corporate risks is undertaken through a quarterly Agency corporate risk management board.



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Annex IX: Procurement Plan 2021

The procurement plans for the year are provided in this section and are split by activity. The sequence mirrors the structure of Section III. In each case, the legal basis for procurement is the EU Space regulation.

Please note that all launch dates and budgetary figures are indicative.

IX.01 SECURITY ACCREDITATION (WBS 2.04, 2.05, 2.06)

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
1,3,4,5,6,7	Support services to independent reviews of security accreditation documentation	Q1-Q2	473 000	Specific Contract	1-2
5, 6	SAB Accreditation Compliance Framework and Implementation	Q1-Q2	250 000	Specific Contract	1-2
5,7	Outreach services	Q2-Q3	57 000	Specific Contract	1

IX.02 OPERATIONAL SECURITY OF EGNSS COMPONENTS (VARIOUS WBS)

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
1,2	Galileo Operational Security	Q3-Q4	8750000	Specific contract	3
3,4	EGNOS Operational Security	Q4	2000000	Specific contract	1
1,2,3,4	Support to Operational security	Q4	1 750 000	Specific contract	1



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IX.03 GSMC OPERATIONS & PREPARATION (WBS 4.06)

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
IX.03.1	Security support services	Q3/2021	1 350 000 EUR	Specific contract	1
IX.03.2	Security monitoring services	Q1/2021	300 000 EUR	Specific contract	1

IX.04 Public Regulated Service (PRS) Activities (WBS 2.03)

In-line with Decision 1104/2011/EU, objectives and activities aimed at supporting or providing technical assistance to Member State CPAs are foreseen to be financed by the Member States requesting the relevant services. This should be done through the mentioned specific agreements.

IX.05 PROMOTION AND MARKETING OF THE SERVICES (WBS 5.02, 5.03, 1.03.01)

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
1-11	Support to the development and implementation of a preliminary roadmap for integrated governmental services adoption (EGNSS/PRS, Copernicus and GOVSATCOM).	Q2	250 000 EUR	Specific contracts*, other procurement, or prizes**	5
1-11	GNSS Investment report in cooperation with EIB, annual market monitoring and technology monitoring update	Q2	430 000 EUR	Specific contracts*, other procurement, or prizes**	5
1-11	Ecosystems approach to market development, pilot areas	Q3	235 000 EUR	Specific contracts*, other procurement, or prizes**	5
1-11	On-site consultants to support MKD core activities (6-7 FTE)	Q2	900 000 EUR	Specific contracts*, other procurement, or prizes**	3



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Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
1-11	Market entry action plan for Copernicus in selected priority market segments	Q3	685 000 EUR	Specific contracts*, other procurement, or prizes**	5
1-11	Green cities with GNSS and Copernicus pilot project with 5 cities	Q3	200 000 EUR	Specific contracts*, other procurement, or prizes**	3
all	Participation in/organisation of events, exhibitions, conferences, competitions both online, off line and hybrid	Q1-Q2	20 000 EUR	Specific Contract	2
1-11, 15***	Web development and maintenance, video/multi-media production and supporting publications, media and public relations.	Q3	875 000 EUR	Specific Contract	5
1-11,15***	Awareness Raising Campaigns development and management (both online and online) targeted to different groups such as the general public, member states, stakeholders, service and application providers, industries and user communities.	Q3	180 000 EUR	Specific Contract	3

^{*} Since the Framework Contracts for the area of Market Development will expire in 2022 and there are several new areas foreseen, there is a need to launch new procurement procedure in 2021 for new set of framework contracts.

^{**} Target participants of the prize contests: students, young entrepreneurs and SMEs that develop and/or implement ideas for applications and solutions using space data.



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*** Communication's Framework Contracts for event management and communications and are expiring at the end of 2020 and beginning of 2021 respectively. New procurement procedure will need to be launched by mid-2020.

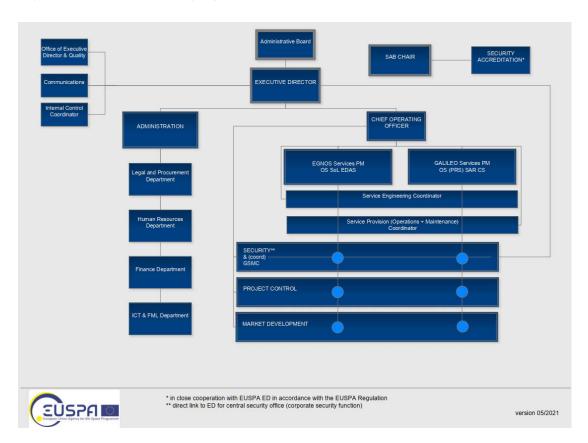


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Annex X: Organisation Chart 2021

The Agency organisation, presented below, is currently in place.





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Annex XI: Tasks delegated to EUSPA by the European Commission

XI.1 GALILEO

I. Under the Contribution Agreement between European Commission and EUSPA for the space programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation³⁸, EUSPA is entrusted with the implementation of tasks pursuing following objectives and tasks for the period of its duration³⁹:

Objectives:

OBJECTIVE-1: Ensure Galileo services provision;

OBJECTIVE-2: Ensure security of the Galileo Programme;

OBJECTIVE-3: Roll out new services or features anticipated in the Space Programme Regulation;

OBJECTIVE-4: Ensure development and deployment of Galileo Infrastructure evolutions;

OBJECTIVE-5: Support Commission international activities.

II. Tasks:

(a) The overall role of Galileo exploitation manager

(b) The management, operation, maintenance, continuous improvement, evolution and protection of the infrastructure, in particular ground-based centres and stations referred to in Decision (EU) 2016/413 or (EU) 2017/1406, networks, including upgrades and obsolescence management

³⁸ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU

³⁹ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028



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(c) The development of future generations of the systems and the evolution of the services provided by Galileo, without prejudice to future decisions on the Union financial perspectives, including by taking into account the needs of relevant stakeholders

- (d) The support of certification and standardisation activities related to Galileo, in particular in the transport sector:
- (e) The continuous provision of the services provided by Galileo including the management of contingencies
- (f) The cooperation with other regional or global satellite navigation systems, including to facilitate compatibility and interoperability
- (g) Elements to monitor the reliability of the systems and their exploitation, and the performance of the services
- (h) Support the Commission in the definition and implementation of the PRS uptake and technological roadmap
- (i) Other support tasks

EUSPA shall entrust ESA with the roles of Design Authority and of System Development Prime for Galileo, and the respective tasks, stemming out of such roles, via the signature of a contribution agreement.

For the period from the signature of the EC- EUSPA contribution agreements until 31/12/2021, EUSPA plans the following activities for Galileo under the entrusted delegated budget.



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Space programme regulation budget line: 3929

	Existing/new/contract/	Type of financial	Indicative number of Contracts / agreements / amendments / options (procurements)	Indicative	Indicative funds
Activity	agreement (if defined)	instrument:	Applicants targeted by the calls for proposals (grants)		set aside for the
		procurement/grant	Type of participants targeted by the contest (prizes)	publication/launch	award of contracts
					(M€)
1 - Service and system in operations support	Existing and new	Procurement	1	2152	30
5 - LAUNCHERS	existing	Procurement	1	2152	115
6 - OPS and Maintenance	New	Procurement	28	2152	1000
7 - SERVICE CENTERS	Existing and new	Procurement	41	2152	200
	New	Grants		2152	12



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		(% funding is TBD at this stage)	2x Universities, SMEs, Corporations, research institutes; 6x non-profit national agencies, research institutes, similar organisation/bodies; 2x Public institutions (competent PRS authority).		
	New	Prizes ⁴⁰	1x start-ups, Universities	2152	0.75
EUSPA ESA GAL Contribution agreement (including ESA remuneration fee)	New	new contribution agreement with ESA for 2021-2027 under indirect management	1 contribution agreement	2151	4.403

⁴⁰ Should there be prizes of a value of 1 M EUR or above, they will be notified in an update to the present annex



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XI.2 EGNOS

Under the Contribution Agreement between European Commission and EUSPA for the space programme and Horizon Europe, for the period of its duration⁴¹, EUSPA is entrusted with the implementation of tasks perusing following objectives:

OBJECTIVE-1: Ensure EGNOS services provision;

OBJECTIVE-2: Ensure security of the EGNOS Programme;

OBJECTIVE-3: Develop new EGNOS services enabling new applications;

OBJECTIVE-4: Ensure EGNOS evolution;

OBJECTIVE-5: Support the Commission's international activities.

EUSPA shall entrust ESA with the roles of Design Authority and of System Development Prime for EGNOS, and the respective tasks, stemming out of such roles, via the signature of a contribution agreement.

The data on the other elements of the annual Work Programme of EGNOS will be provided in an update to the annex.

⁴¹ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028



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Space programme regulation budget

line: 3930

Activity	Existing/new/contract/agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
10.1 ESP Operations & Maintenance	Existing and new	Procurement	30	21S2	21.5



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10.2 ESP GEO-1 to GEO-4	N/A	N/A	N/A	N/A	N/A
10.3 ESP GEO-5	N/A	N/A	N/A	N/A	N/A
10.4 Security support	N/A	N/A	N/A	N/A	N/A
10.5 System evolutions (including security (V3)	New	New Contribution Agreement with ESA for 2021-2027 under indirect management (budget committed upon signature of FFPA/CAs)	1 Contribution Agreement	2151	378.0
10.6 Exploitation support services,	New	Procurement	1	21S2	1.5
enablers and user segment	New	Grants	2 x Non-profit national agencies and institutions	2152	3.0
10.8 ESA Remuneration	New	New Contribution Agreement with ESA for 2021-2027 under indirect management (budget committed upon signature of FFPA/CAs)	1 Contribution Agreement	2151	96.5
10.10 EGNOS extension	N/A	N/A	N/A	N/A	N/A
10.R EGNOS risks	N/A	N/A	N/A	N/A	N/A



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XI.3 HORIZON EUROPE

Under the Contribution Agreement between European Commission and EUSPA for the space programme and Horizon Europe, signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation⁴², EUSPA is entrusted with the implementation of tasks pursuing following objectives and tasks for the period of its duration⁴³:

I. Objectives:

The high-level objectives of the Horizon Europe Work Programme are to support the European Green Deal and the Circular Economy Action Plan, alongside the digital strategies 'Shaping Europe's Digital Future', 'Data', 'Artificial Intelligence' White Paper, Digital Decade Communication and 'Space Strategy for Europe'.

The green transition and digital transformation are just at their beginning. Major opportunities lie ahead to position Europe as a technology and industrial leader of this transition. The proposed investments under Cluster 4 are targeted to realise the overarching vision a of Europe that shapes competitive and trusted technologies for a European industry with global leadership in key areas by enabling production and consumption respecting the boundaries of our planet, and maximising the benefits for all parts of society in the variety of social, economic and territorial contexts in Europe.

II. Tasks

The following six activities will be implemented by the European Union Space Programme Agency – EUSPA (the former European GNSS Agency – GSA), under a contribution agreement between the Commission and the agency:

- a) EIC Horizon and CASSINI Prize for digital space applications
- b) EIC Horizon and CASSINI Prize for space technology products and services
- c) Support European "New Space" entrepreneurship through CASSINI Space Entrepreneurship Initiative 2021-2027 - Hackathons & Mentoring
- d) Innovation activities for improved EGNSS operation and service provision

 $^{^{42}}$ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU

⁴³ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028



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- e) Development of applications for Galileo, EGNOS and Copernicus
- f) Tender evaluation, project monitoring and audits (EGNSS/Copernicus downstream)



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Space programme regulation budget line:

For the period from the signature of the EC–EUSPA contribution agreements **until 31/12/2021**, EUSPA plans the following activities for Horizon Europe under the entrusted delegated budget:

Table 1 – 2021 activities for Horizon Europe under the entrusted delegated budget

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
Copernicus	New	Grants	Universities, SMEs, Research Institutes, National Agencies, start-ups	2152	14.0



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Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
	New	Procurement	1	21S2	5,0
EGNSS	SNSS New Grants		Universities, SMEs, Research Institutes, National Agencies, start-ups	2152	18,6
	New	Prizes	Start-ups	2152	3,4
GOVSATCOM	N/A	N/A	N/A	N/A	N/A
Synergy	New	Procurement	direct contracts under call for experts	2152	0,5



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For the year **2022**, EUSPA plans the following activities for Horizon Europe under the entrusted delegated budget:

Table 2 – 2022 activities for Horizon Europe under the entrusted delegated budget

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
Copernicus	New	Grants	Universities, SMEs, Research Institutes, National Agencies, start-ups	2252	19,2



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Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
EGNSS	New	Grants	Universities, SMEs, Research Institutes, National Agencies, start-ups	2252	9,5
GOVSATCOM	New	Grants	Universities, SMEs, Research Institutes, National Agencies, start-ups	2252	9,1
	Existing/New	Procurement	2	22S1	3,4
Synergy	New	Grants	Universities, SMEs, Research Institutes, National Agencies, start-ups	2252	10,3



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Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
	New	Prizes	Start-ups	22S1	5,0



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XI.4 COPERNICUS ACTIVITIES

The overall objective is to foster the uptake of the Copernicus products and services by Other Copernicus users (i.e. Copernicus non-core users), to be implemented in close coordination with the Commission.

The activities to be carried out by EUSPA include:

- (a) Support to the European Commission in the implementation of the Space Strategy for Europe
- (b) Extension of the European GNSS User Consultation Platform to Other Copernicus Users addressing primarily end-users and other actors of the value chain (i.e. ICT stakeholders), following a harmonised market segment approach suitable for all Components of the Space Programme complementing the already established user fora;
- (c) Foster the user uptake of the Other Copernicus Users in close cooperation with the entrusted entities and their related activities;
- (d) Monitoring & analysis of current access to data, in order to contribute to the design and procurement of its evolution;
- (e) Creation of a business-friendly ecosystem to foster user uptake, including actions for entrepreneurship for the Other Copernicus Users, including by mean of blending operations under Article 21 of the Space Programme Regulation and subject to specific authorisation of the Commission;
- (f) Other tasks related to Other Copernicus Users' uptake that may emerge following the dynamics of the downstream sector evolution, as jointly agreed with the Commission.



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Space programme

regulation budget line:

3934

2021

Activity	Type of financial instrument: procurement/grant/prize	Existing/new/cont ract/agreement (if defined)	Indicative number of contracts/agreem ents/amendment s/options (procurements) Applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
WP1 - Support	Procurement	New	1	S2 2021	0



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WP2 - Market Uptake	Procurement	New	4	S2 2021	4.1
WP3 - Entrepreneurship	Prize	New	SMEs, Start Ups and natural persons.	S2 2021	0.25

2022

Activity	Type of financial instrument: procurement/grant/prize	Existing/new/contr act/agreement (if defined)	Indicative number of contracts/agreements/a mendments/options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
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			Applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)		
WP1 - Support WP1	Procurements	New	2	S1 2022	0.1125
WP2 - Market					
Uptake	Procurements	New	3	S1 2022	0.75
	Grants	New	SMEs, big companies	S1 2022	3.5
WP3 - Entrepreneurship	Prizes	New	SMEs, Start Ups and natural persons.	S2 2022	0.25



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XI.5 GOVSATCOM

Under the Contribution Agreement between European Commission and EUSPA for the Space programme and Horizon Europe, signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation⁴⁴, EUSPA is entrusted with the implementation of tasks pursuing the following high-level objectives for the period of its duration⁴⁵.

The high-level objectives of activities included GOVSATCOM Work Plan and LTBP starting from 2021 are summarized as following:

- a) Based on the user-related aspects of GOVSATCOM, coordination of the service portfolio and the sharing and prioritisation of services, ensuring that the needs of the users are correctly considered in the design and operation of the GOVSATCOM component, monitoring the use, demand, and compliance with the operational user requirements, identify the need for service evolutions, perform analyses associated to the definition of the secure operational ground segment, provide support to the Commission with the aim to define the relevant implementing acts, ensure the coherence of the technical specifications of the GOVSATCOM infrastructure with the user operational requirements and the service portfolio implementing acts.
- b) Procurement of the secure operational ground segment (GOVSATCOM Hubs), EUSPA acts as contracting authority and manages the procurement of the development of secure operational ground segment (GOVSATCOM Hubs) and develops specific remote communication systems, terminals and software needed for the end-to-end secure services provision.
- c) Support in the definition of the relevant business, technical, legal and financial aspects, upon request the Commission on Service Level Agreements (SLAs) and implement SLAs upon request.
- d) Operate the GOVSATCOM Hubs either directly or through contractual and financial scheme most suitable to achieve the objectives of the GOVSATCOM Component as agreed with the Commission.
- e) Conduct security tasks related to GOVSATCOM. Assist the Commission in security tasks (risk and threat analysis, drafting the general security requirements in addition to other relevant security-related documentation, Programme Security Instruction and Security Classification Guide), draft technical and operational requirements, comply with the GOVSATCOM security baseline and flow it down to the activities related to GOVSATCOM, propose security risk mitigation plans, propose evolutions of the security requirements baseline, prepare the security accreditation files, contribute to the security monitoring of the ground operations, manage and implement the operational security tasks related to the Hub(s).

⁴⁴ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU

⁴⁵ the period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028



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- f) Support system and services evolution, including security aspects.
- g) Support to the implementation of the security aspects of the European quantum communication infrastructure (EuroQCI) as a possible building block of future GOVSATCOM evolutions.
- h) Coordinate the network of users and analyse their needs and requirements with the aim to build the user perspective and assess the trends of the market demand, extend the European GNSS User Consultation Platform to the area of satellite communications, perform market monitoring.



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Space programme regulation budget line: 3931

For the period from the signature of the EC–EUSPA Contribution Agreements until 31/12/2021, EUSPA plans the following activities for GOVSATCOM under the entrusted delegated budget:

Table 3 – 2021 activities for GOVSATCOM under the entrusted delegated budget

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
WP1 Support	New	Procurement	6	21S2	4,06
WP2 Ground Segment Infrastructure	N/A	N/A	N/A	N/A	N/A



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Activity	Existing/new/contract/agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements) Type of applicants targeted by the call for proposals (grants) Type of participants targeted by the contest (prizes)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (M€)
WP3 Operations and Maintenance	N/A	N/A	N/A	N/A	N/A
WP4 Downstream	N/A	N/A	N/A	N/A	N/A



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Annex XII: Specification of the two calls to be launched by EUSPA under indirect management during 2021 and 2022

The following information is provided for information purposes.

Call - STRATEGIC AUTONOMY IN DEVELOPING, DEPLOYING AND USING GLOBAL SPACE-BASED INFRASTRUCTURES, SERVICES, APPLICATIONS AND DATA 2021 - APPLICATIONS

HORIZON-CL4-2021-SPACE-02

Conditions for the Call

Indicative budget(s)46

Topics	Type of Action	Budgets (EUR million)	Expected EU contribution per project (EUR million) ⁴⁷	Number of projects expected to be funded
Opening: 28 October 2021 Deadline: 16 February 2022				
HORIZON-CL4-2021-SPACE- 02-51	IA	14.00 48	2.00 to 3.00	5
HORIZON-CL4-2021-SPACE- 02-52	IA	9.30 49	2.00 to 3.00	3

The Agency responsible for the call may decide to open the call up to one month prior to or after the envisaged date(s) of opening.

The Agency responsible may delay the deadline(s) by up to two months.

All deadlines are at 17.00.00 Brussels local time.

The budget amounts are subject to the availability of the appropriations provided for in the general budget of the Union for years 2021 and 2022.

Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.

Of which EUR 8.47 million from the 'NGEU' Fund Source.

of which EUR 5.63 million from the 'NGEU' Fund Source.



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HORIZON-CL4-2021-SPACE- 02-53	IA	9.30 50	2.00 to 3.00	3
Overall indicative budget		32.60		

General conditions relating to this call		
Admissibility conditions	The conditions are described in General Annex A.	
Eligibility conditions	The conditions are described in General Annex B.	
Financial and operational capacity and exclusion	The criteria are described in General Annex C.	
Award criteria	The criteria are described in General Annex D.	
Documents	The documents are described in General Annex E.	
Procedure	The procedure is described in General Annex F.	
Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G.	

This call and resulting actions will be implemented under indirect management by the European Union Space programme Agency - EUSPA (the former European GNSS Agency - GSA), subject to the conclusion of a contribution agreement with the Commission.

Development of applications from the EU space programme components

Proposals are invited against the following topic(s):

HORIZON-CL4-2021-SPACE-02-51: EGNSS and Copernicus applications fostering the European Green deal

of which EUR 5.63 million from the 'NGEU' Fund Source.



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Specific conditions		
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.	
Indicative budget The total indicative budget for the topic is EUR 14.00 million.		
Type of Action	Innovation Actions	
Technology Readiness Level	Activities are expected to achieve TRL7-9 by the end of the project – see General Annex B.	

Expected Outcome: Projects are expected to contribute to the following outcomes:

• Development of innovative EGNSS and Copernicus based solutions that contribute to the implementation of the European Green deal⁵¹. These solutions can play a major role in the transformation of the EUs economy into a climate-neutral economy by 2050, as well as support environmental protection, maintaining biodiversity, etc.

Uptake of Copernicus services and/or Galileo's specific features and differentiators in areas such as zero-pollution, EU methane strategy, clear and renewable energy and circular economy; sustainable and smart mobility; building and renovation, and digital/precision farming supporting the farm to fork strategy.

<u>Scope</u>: Proposals should focus on the development of innovative EGNSS and Copernicus applications that support the Green Deal objectives and its related policies and they can be submitted in any of the following areas:

- Increasing the EU's climate ambition for 2030 and 2050: EGNSS and/or Copernicus based solutions which contribute to CO2 reductions and a toxic free environment, through better monitoring and preventing pollution from the air, water, soil and consumer products as well as natural catastrophes as pollution sources.
- **Supplying clean, affordable and secure energy**: EGNSS and/or Copernicus based solutions which support the supply of clean, affordable and secure renewable energy.

⁵¹ COM (2019) 640 of 11 December 2019



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 Mitigating natural hazards: EGNSS and/or Copernicus based solutions which limit the damage from fires, floods or other natural hazards.

- Accelerating the shift to sustainable and smart mobility: EGNSS and/or Copernicus based solutions which enable or contribute to the development and impact monitoring of new sustainable mobility services and which reduce congestion, emissions and pollution especially in urban areas, while keeping costs at an efficient/reasonable level. Examples of emerging applications include automated and connected multimodal transport, public transport, mobility as a service, autonomous driving, IoT solutions for efficient mobility, road maintenance, air quality monitoring and forecasting.
- Building and renovating in an energy and resource efficient way: EGNSS and/or Copernicus based solutions, which contribute to the digitisation, smart monitoring and tracking of building and renovation processes. Examples of emerging applications include EGNSS based augmented or mixed reality for construction, special mapping solutions for making digital twins of buildings, utilities and infrastructure using Building Information Modelling (BIM), location-based applications for governmental processes, e.g. energy labelling of buildings leveraging the authentication feature, sensors for smart monitoring, drones with thermal camera to detect water and thermal leaks.
- From "Farm to Fork": a fair, healthy and environmentally friendly food system: EGNSS and/or Copernicus based solutions which provide for food security and traceability across the entire supply chain and valorisation of the "made in Europe". Precision or digital EGNSS farming solutions, which reduce significantly the use of chemical pesticides and fertilisers and help saving water for irrigation. Innovative EGNSS and/or Copernicus based tools that support the digitisation of post-2020 Common Agricultural Policy or other agri-environmental policies.
- Preserving and restoring ecosystems and biodiversity. EGNSS and/or Copernicus based solutions
 which enhance biodiversity monitoring and enable data-driven decision tools for policymakers, to
 stop biodiversity loss and support the EU nature restoration plan. Examples of emerging
 applications include monitoring and detection of actions which are threatening the functionality
 of the ecosystem.

The solutions developed for all areas should leverage the Copernicus data or core services products including Copernicus contributing missions and/or EGNSS differentiators, e.g. High Accuracy Service, authentication features or Galileo Open Service with multi-frequency capability. The developed solutions may integrate technologies like IoT, big data, artificial intelligence, drones, 5G, augmented/mixed reality etc.

The developed applications should have a clearly defined commercial potential and should respond to well identified user needs. The developed solution is expected achieve TRL7-9 by the end of the project



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Proposals should deliver new innovative applications, with commercial impact and a clear market uptake.

For proposals under this topic:

- Participation of industry, in particular SMEs and midcaps, is encouraged;
- Participation of, or outreach to, entities based in countries without a space tradition is encouraged;
- Involvement of post-graduate researchers (engineers, scientists, and others) is also encouraged, for example through professional work experience or through fellowships/scholarships when applicable;
- A Business Plan and evidence of user engagement is compulsory and must be provided as part of the proposal, to demonstrate the user need and sustainability of the project.

Proposals addressing PRS (Public Regulated Service) related applications are not in the scope of this action.

Proposals under this topic should exploit synergies and be complementary to national activities and activities funded by ESA.

Applicants are welcome to use the European space data infrastructures, e.g. Galileo Service Centre, EGNOS Data Access Service (EDAS) and the EGNOS user support facilities (ASQF).

Applicants are advised to exploit all possible synergies with other specific actions related to the European Green Deal and funded under the work programme of Cluster 5 "Climate, Energy and Mobility" and of Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment'.

HORIZON-CL4-2021-SPACE-02-52: EGNSS applications for Safety and Crisis management

Specific conditions		
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.	
Indicative budget The total indicative budget for the topic is EUR 9.30 million.		
Type of Action Innovation Actions		



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Technology Activities are expected to achieve TRL7-9 by the end of the project – see General Annex B.

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Development of innovative EGNSS-based solutions contributing to a resilient and more stable Europe that protects citizens.
- Development of innovative EGNSS-based solutions addressing safety concerns, to support the
 implementation of EU policy priorities relating to the safety of citizens, improved disaster risk
 management, better security and resilience of infrastructure and vital societal functions,
 cybersecurity and crisis management.
- Development of innovative EGNSS-based solutions complementing the products delivered by the Emergency Management and Security Services of Copernicus.
- Awareness raising on the benefits of using EGNSS and Copernicus for emergency disaster risk management, and EGNSS for timing and synchronisation for critical infrastructures.

<u>Scope</u>: Proposals may be submitted in any of the following areas:

- Improved emergency disaster risk management and societal resilience. EGNSS solutions for critical services related to detection, preparedness, response, recovery and mitigation of emergencies and disasters, introducing synergies between satellite navigation, earth observation and communications. In particular, the synergies with the Copernicus Emergency Response Service, which is already operational, should be exploited. EGNSS solutions that leverage Search and Rescue service for resilience and management in crisis situations, following a disaster where conventional means, e.g. telecommunications, are no longer working. Further promising areas include mapping and high accuracy navigation for response and recovery, more intelligent and accurate distress beacons for Save and Rescue, drone and robot operations for disaster response, GNSS/Copernicus-based earthquake early warning systems, and Helicopter Emergency Medical Services.
- Timing and synchronisation applications focussing on emerging network synchronisation needs of critical infrastructures (electricity, telecommunications, financial etc.) in terms of accuracy and robustness, while reducing EU dependency on other GNSS. Proposals may e.g. focus on increasing receiver resilience to interference, increasing resilience and reliability in the reception of GNSS signals, tighter and more accurate time/phase requirements, timing precise synchronisation between financial platforms, Critical Assets Monitoring and Data Centre resistance against spoofing data; telecommunication networks' operation; small cell synchronisation and 5G; Energy distribution and Phasor Measurement Units for smart grids. Links to the timing metrology infrastructure may be included, where relevant.



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Proposals should exploit EGNSS differentiators such as Galileo Open Service multi-frequency, Galileo High Accuracy Service (HAS), Galileo Open Service Navigation Message Authentication (OS-NMA), Galileo Signal Authentication Service and Galileo Search and Rescue Service (SAR) for the development of new innovative applications.

Developed applications should have a clearly defined commercial potential and should respond to user needs. The solution developed is expected to achieve TRL7-9 by the end of the project.

Proposals should deliver new innovative applications, with commercial impact and a clear market uptake. Standardisation of new technologies is also in the scope of the topic and might be considered by the applicant. The use of other space components such as Copernicus is recommended. In particular, the use of Copernicus Emergency Management and Security services is highly encouraged. The developed solutions may integrate other non-space technologies like IoT, big data, artificial intelligence, drones, 5G, augmented/mixed reality etc.

For proposals under this topic:

- Participation of industry, in particular SMEs and midcaps, is encouraged;
- Participation of, or outreach to, entities based in countries without a space tradition is encouraged;
- Involvement of post-graduate researchers (engineers, scientists, and others) is also encouraged, for example through professional work experience or through fellowships/scholarships when applicable;
- A Business Plan and evidence of user engagement is compulsory and must be provided as part of the proposal, to demonstrate the user need and sustainability of the project.
- The involvement of public authorities in the safety critical domain may be foreseen, to attract public authorities as launching customer in case of successful projects.

Applicants are advised to exploit all possible synergies with other security specific actions funded under the work programme of Cluster 3 "Civil security for society" and funded under the work programme of Cluster 5 "Climate, Energy and Mobility" (e.g. Aviation safety topic "More resilient aircraft and survivability).

Proposals under this topic should exploit synergies and be complementary to national activities and activities funded by ESA.



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Applicants are welcome to use the European space data infrastructures, e.g. Galileo Service Centre, EGNOS Data Access Service (EDAS) and the EGNOS user support facilities (ASQF).

Proposals addressing PRS (Public Regulated Service) related applications are not in the scope of this action.

HORIZON-CL4-2021-SPACE-02-53: EGNSS applications for the Digital Age

Specific conditions	5
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 9.30 million.
Type of Action	Innovation Actions
Technology Readiness Level	Activities are expected to achieve TRL7-9 by the end of the project – see General Annex B.

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Foster the adoption of EGNSS in mass markets and professional markets.
- Create applications that will make the best use of EGNSS innovative features such as better multipath resistance, authentication etc.
- Contribute to the competitiveness of the European GNSS industry in the area of mobile applications, with special focus on the innovative role of SMEs and midcaps, and non-space countries.
- maximise public benefits by supporting the development of EGNSS applications that will address
 major societal challenges in focus areas such as health, citizen safety and security, mobility and
 the sharing economy.

<u>Scope</u>: Proposals may be submitted in any of the following areas:

Internet of Things: Within Internet of Things solutions, there is a clear trade-off in terms of
accuracy and battery life that prevents users to rely on GNSS in any situation. EGNSS solutions
should demonstrate how power reduction techniques can effectively deliver GNSS-level accuracy
in IoT devices and develop IoT solutions able to demonstrate the EGNSS compositeness in the IoT



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domain, to be used in application fields such as food geo traceability, blockchain and Artificial Intelligence

- **Mobile solutions.** Development of new EGNSS enabled solutions which exploit the EGNSS differentiators such as High Accuracy Service and authentication features or which leverage the availability of GNSS raw measurements in smartphones.
- mHealth-solutions for 'silver economy', robotics. With the ageing population growing fast in the
 EU, governments will be increasingly challenged to meet the needs of older people in a costeffective manner. EGNSS can support the 'silver economy' by satisfying the specific needs of
 elderly and disabled persons. The innovations brought by EGNSS, together with technologies such
 as robotics or enhanced home automation should be exploited to develop innovative solutions.
- Artificial intelligence- Big Data, geo-tagging, optimisation for multiple sensors. Advances in Al
 will improve the capabilities of applications and services, providing improved experiences to all
 users.Al-enabled machine learning can be used to improve the GNSS data processing to provide
 greater performance thanks to the optimisation of multiple sensors. Proposals should explore
 synergies between EGNSS and Artificial Intelligence, in the frame of applications relaying on big
 data and geo-tagging techniques. Synergies with earth observation data can be also exploited.
- Cybersecurity- solutions that are stimulating privacy, security of location data, exploiting
 synergies with quantum. In a digitalised world, privacy and cybersecurity are of utmost
 importance for individuals who are increasingly relying on digital applications to perform day-today task and activities. EGNSS solutions should enhance the security of location-based
 applications. Additionally, synergies with quantum can be leveraged as well.
- Sharing economy- solutions for logistics, mobility services, goods and food. The sharing economy
 covers many different sectors. It is rapidly emerging across Europe. Within this trend, GNSS is a
 key technology for all services requiring geographic information. Newly developed EGNSS
 solutions in the field of logistics, mobility services, and food industry should capitalise on the
 enhanced accuracy and the innovative features provided by EGNSS.
- Sports and fitness smart wearables. Wearables represent the beginning of the separation between smartphones and end users, as an increasing number of smartphone services and apps are now accessible via new interfaces (smartwatches, fitness trackers, smart glasses, clothing, etc.). Currently, wearables are mostly used for fitness, health and entertainment. Proposals should ensure the use of EGNSS innovative features and differentiators in the smart wearables' domain, integrating also other non-space technologies.

Synergies with other space components and other non-space technologies are applicable to this topic.

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The developed applications should have a clearly defined commercial potential and should respond to user needs. Standardisation of new technologies is also in the scope of the topic and might be considered by the applicant. The solution developed is expected to achieve TRL7-9 by the end of the project.

Proposals should deliver new innovative applications, with commercial and social benefits, impact and a clear market uptake. The standardisation of new technologies is also in the scope of the topic and might be considered by the applicant. The use of other space components such as Copernicus is highly encouraged. The developed solutions may integrate other non-space technologies like IoT, big data, artificial intelligence, drones, 5G, augmented/mixed reality etc.

For proposals under this topic:

- Participation of industry, in particular SMEs and midcaps, is encouraged;
- Participation of, or outreach to entities based in countries without a space tradition is encouraged;
- Involvement of post-graduate researchers (engineers, scientists, and others) is also encouraged, for example through professional work experience or through fellowships/scholarships when applicable;
- A Business Plan and evidence of user engagement is compulsory and must be provided as part of the proposal, to demonstrate the user need and sustainability of the project.
- Proposals addressing PRS (Public Regulated Service) related applications are not in the scope of this action.

Applicants are advised to exploit all possible synergies with other security specific actions funded under the work programme of Cluster 1 "Health", other parts of Cluster 4 "Digital, Industry and Space", and Cluster 5 "Climate, Energy and Mobility" (e.g. destinations 5 and 6).

Proposals under this topic should exploit synergies and be complementary to national activities and activities funded by ESA.

Applicants are welcome to use the European space data infrastructures, e.g. Galileo Service Centre, EGNOS Data Access Service (EDAS) and the EGNOS user support facilities (ASQF).

Call - STRATEGIC AUTONOMY IN DEVELOPING, DEPLOYING AND USING GLOBAL SPACE-BASED INFRASTRUCTURES, SERVICES, APPLICATIONS AND DATA 2022 - APPLICATIONS

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Conditions for the Call

Indicative budget(s)⁵²

Topics	Type of Action	Budgets (EUR million)	Expected EU contribution per project (EUR million) ⁵³	Number of projects expected to be funded
Opening: 27 October 2022	'	"	1	
Deadline(s): 16 February 2023				
HORIZON-CL4-2022-SPACE- 02-51	IA	9.50 54	2.00 to 3.00	3
HORIZON-CL4-2022-SPACE- 02-52	PCP	5.20	2.60 to 5.20	2
HORIZON-CL4-2022-SPACE- 02-54	IA	9.60 55	2.00 to 3.00	3
HORIZON-CL4-2022-SPACE- 02-55	RIA	9.60 56	2.00 to 3.00	3
HORIZON-CL4-2022-SPACE- 02-56	RIA	5.10	0.50 to 1.00	5
HORIZON-CL4-2022-SPACE- 02-61	RIA	9.10 57	1.00 to 1.50	6
Overall indicative budget		48.10		

The Agency responsible for the call may decide to open the call up to one month prior to or after the envisaged date(s) of opening.

All deadlines are at 17.00.00 Brussels local time.

The Agency responsible may delay the deadline(s) by up to two months.

The budget amounts are subject to the availability of the appropriations provided for in the general budget of the Union for years 2021 and 2022.

Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.

Of which EUR 8.22 million from the 'NGEU' Fund Source.

Of which EUR 8.30 million from the 'NGEU' Fund Source.

Of which EUR 8.30 million from the 'NGEU' Fund Source.

Of which EUR 7.87 million from the 'NGEU' Fund Source.



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General conditions relating to this call		
Admissibility conditions	The conditions are described in General Annex A.	
Eligibility conditions The conditions are described in General Annex B.		
Financial and operational capacity and exclusion	ational capacity and The criteria are described in General Annex C.	
Award criteria	The criteria are described in General Annex D.	
Documents	The documents are described in General Annex E.	
Procedure	The procedure is described in General Annex F.	
Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G.	

This call and resulting actions will be implemented under indirect management by the European Union Space programme Agency - EUSPA (the former European GNSS Agency - GSA), subject to the conclusion of a contribution agreement with the Commission.

Development of applications from the EU space programme components

Proposals are invited against the following topic(s):

HORIZON-CL4-2022-SPACE-02-51: EGNSS applications for Smart mobility

Specific conditions		
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.	
Indicative budget The total indicative budget for the topic is EUR 9.50 million.		
Type of Action	Innovation Actions	



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Technology Activities are expected to achieve TRL7-9 by the end of the project – see General Annex B.

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Development of EGNSS based accuracy, safety-and liability-critical applications in long lead time market segments such as aviation, maritime, rail, road transportation and multi modal domains.
- EGNSS response to the increasing mobility demands and emerging transport solutions, such as those enabled by autonomous or unmanned platforms, supporting new policies aimed to incentivise green and sustainable transportation of goods and people.
- The action aims at fostering the EGNSS market uptake in transport. Applications should demonstrate the advantage of Galileo and EGNOS specific features and differentiators for their use in smart and green mobility, and should contribute to a resource efficient, safe, climate and environmentally friendly transport, that will be for the benefit of citizens, the economy and society.

Scope: Proposals may be submitted in any of the transport areas or propose a multi-mode approach:

- Aviation: EGNSS solutions for modernising and improving air operations and traffic management technologies, addressing Communication, Positioning, Navigation and Timing, as well as Surveillance, targeting new navigation operations powered by EGNSS (e.g. 4D, GBAS DFMC, surveillance), increased airport efficiency (e.g. leveraging SWIM), critical airport and future drone-port infrastructure management (e.g. synchronization, monitoring, surveying), polar routes surveillance against space weather events and facilitating integration of drones in the airspace (drone operations, U-Space services leveraging EGNSS and Earth observation data, dynamic maps), as well as new entrants in the airspace, such as high altitude flights.
- Maritime: EGNSS solutions that reduce emissions in shipping and increase efficiency of operations
 (e.g. ports operations and logistics, intelligent routing), safety (e.g. fisheries, navigation at sea,
 coastal and inland waters, surveillance and accident investigation, search and rescue at sea), and
 resilience, polar routes surveillance against space weather events and drive the modernization of
 the sector (e.g. Internet of boats, automation, autonomous sea cleaning, GNSS contribution to
 marine communication networks).
- Rail: EGNSS for cheaper, smarter, higher performance, safer and emission-efficient solutions (e.g. contributing to the deployment of EGNSS based signalling and its inclusion into the evolution of the European Train Control System (ETCS), efficiency-focused innovations enabling cost reductions, capacity increase and automation, infrastructure management, dangerous goods transport, autonomous trains). EGNSS based train localization for critical applications as well as the use of Copernicus for infrastructure related operations should ensure that the EU railways



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sector keeps pace with rest of the world, where the adoption of space-based services already started. Maintenance of rail existing infrastructure and support to new lines is also considered.

• Road: EGNSS solutions for regulated markets that reduce traffic, optimise fuel consumption, lower emissions, and foster cheaper, smarter, safer and greener transportation, including smart public transportation. EGNSS solutions to support the development of connected and autonomous driving, next generation vehicles and novel user equipment, new capacities for vehicles, e.g. intelligent speed adaptation, and the use of integrated space data for road safety and environment, such as monitorisation of road infrastructures (e.g. landslides and bridge infrastructure), and AI-based cyber threat mitigation (e.g. spoofing attacks on localization). EGNSS solutions that benefit from EGNSS regulations such as the eCall system (e.g. GNSS Tolling for passengers cars, congestion charging in Smart Cities, eParking, traffic information), or of the Smart Tachograph in commercial vehicles (e.g. custom control and cross-border enforcement, cabotage and freight activities).

Proposals should be built on the exploitation of the distinguishing features of EGNOS and Galileo.

The action focuses on the development of close to market EGNSS transport applications and mobility services through the realisation of large-scale demonstration and implementation projects, indicating the necessary scale-up needs to wide adoption in Europe and worldwide and associated standards and certification.

Developed applications should have a clearly defined commercial potential and should respond to user needs. The solution developed is expected to achieve TRL7-9 by the end of the project.

Proposals should deliver new innovative applications, with commercial impact and a clear market uptake. The use of other space components such as Copernicus is highly encouraged. The developed solutions may integrate other non-space technologies like IoT, big data, artificial intelligence, drones, 5G, augmented/mixed reality etc.

For proposals under this topic:

- Participation of industry, in particular SMEs and midcaps, is encouraged;
- Participation of, or outreach to, entities based in countries without a space tradition is encouraged
- Involvement of post-graduate researchers (engineers, scientists, and others) is also encouraged, for example through professional work experience or through fellowships/scholarships when applicable;



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• A Business Plan and evidence of user engagement is compulsory and should be provided as part of the proposal, to demonstrate the user need and sustainability of the project, and opportunities for wide adoption in Europe according to standards and operational needs.

Proposals addressing PRS (Public Regulated Service) related applications are not in the scope of this action.

Applicants are advised to exploit all possible synergies with other transport and mobility specific actions funded under the work programme of Cluster 5 "Climate, Energy and Mobility"

Proposals under this topic should exploit synergies and be complementary to national activities and activities funded by ESA.

Applicants are welcome to use the European space data infrastructures, e.g. Galileo Service Centre, EGNOS Data Access Service (EDAS) and the EGNOS user support facilities (ASQF).

HORIZON-CL4-2022-SPACE-02-52: Public sector as Galileo and/or Copernicus user

Specific conditions		
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.60 and 5.20 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.	
Indicative budget The total indicative budget for the topic is EUR 5.20 million.		
Type of Action	Pre-commercial Procurement	

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Stimulate the public sector in Europe to use space downstream products, involving SMEs and midcaps.
- Support to public stakeholders through specific funding tools, to develop, via pre-commercial procurement (PCP) innovative EGNSS and/or Copernicus based solutions
- Encourage the public sector to be the "first customer" for innovative space-based applications and contribute to speeding up the modernisation of the public sector.



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• Enable public procurers to collectively implement PCPs to close the gap between supply and demand for innovative solutions that require e.g. precise location (from EGNOS/Galileo), spatial data and earth monitoring capabilities (from Copernicus).

- Bring radical improvements to the quality and efficiency of public services by encouraging the development, validation and certification (when applicable) of breakthrough space-based solutions
- Prepare Galileo and/or Copernicus-based solutions for an integrated approach to support national
 public authorities to concretely uptake Galileo and/or Copernicus products and use them within
 their mandate and regulatory tasks and specifically helping them integrating Galileo and/or
 Copernicus in their regulatory systems, operational procedures and decision-making.
- Decrease of the prices of EGNSS and Copernicus based products/services, a smart use of the
 procurement budget to remove supplier lock-in and obtain more open, standardized solutions,
 shorter time-to-market facilitating the access of SMEs and midcaps to the procurement market
 and increased exploitation of IPRs and R&D results.

<u>Scope</u>: This topic is open to proposals for PCP actions in all areas of public sector interest requiring innovative solutions in different market segments that exploit space data. It is open both to proposals requiring improvements mainly based on one specific downstream space technology (e.g. Galileo, Copernicus, GOVSATCOM), as well as to proposals requiring end-to-end solutions that need combinations of different space components.

The topic is dedicated to public administration to procure research and experimental development that exploits space data and services (e.g. Galileo and/or Copernicus) and that meets their needs. In addition, the proposals should build on the procurement needs of the participating organizations, supporting the EGNSS, Galileo and/or Copernicus market take-up across Europe and demonstrating a sustainability of solutions beyond the lifespan of the proposed project. Projects should focus on very specific and more mature applications and market segments, based on clearly identified needs. Promising areas of activities are the following, however, the choice of market segment and application is left to the proposer:

- EGNSS and/or Copernicus for mobility as a service, cooperative ITS, public transport, smart cities and air quality monitoring and forecasting, including support to new green policies,
- Integration of EGNSS into U-Space concept for drones,
- Monitoring of infrastructure with EGNSS and/or Copernicus (rail, road, critical infrastructure)



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- Copernicus and/or EGNSS for crisis emergency management, including related to extreme events (i.e. storm surges, coastal floods, earthquakes, volcanic eruptions, space weather)
- Copernicus and/or EGNSS for civil security applications and border management
- Copernicus and/or EGNSS for sustainable development, climate change adaptation, mitigation and resilience services
- Copernicus and/or EGNSS for coastal area monitoring and modelling, also related to coastal planning and operations.

Activities covered should reinforce the national policy frameworks and mobilise substantial additional national budgets, as well as awareness raising, technical assistance and/or capacity building to other procurers beyond the project to mainstream PCP implementation and to remove obstacles for introducing the innovative solutions to be procured into the market.

The requested solutions should be validated through field-testing by the participating procurers in at least two different countries across Europe.

Applicants should take particular attention to ensure giving sufficient time for the different PCP phases.

Applicants are recommended to use European data infrastructures such as, for example, the DIAS platforms and the Galileo Service Centre and EGNOS user support facilities.

Proposals addressing PRS (Public Regulated Service) related applications are not in the scope of this action.

HORIZON-CL4-2022-SPACE-02-54: Copernicus downstream applications and the European Data Economy

Specific conditions		
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.	
Indicative budget The total indicative budget for the topic is EUR 9.60 million.		
Type of Action Innovation Actions		



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Technology Readiness Level Activities are expected to achieve TRL8 by the end of the project – see

General Annex B.

Expected Outcome: Projects are expected to contribute to the following outcomes:

• Europe needs to strengthen its position as provider of products and services based on data, enabling new market opportunities. The EU is promoting the use and uptake of Copernicus, a leading European data provider, as a driver of innovation for the European Data Economy.

• Actions under this Topic will contribute to increase the integration and uptake of Copernicus into the economy, and/or to solve societal challenges.

 The integration of Copernicus data assets with data contributed by other vertical domains into sizeable and scalable applications enabled by modern ICT technologies will greatly enhance Copernicus downstream market. Likewise, many vertical domains (such as, for example, agriculture, food security, health, energy, natural resources, environmental monitoring, insurances, tourism, security etc...) will benefit from the use of Copernicus.

<u>Scope</u>: Actions under this Topic will bring to market new or improved applications, products and services by exploiting Copernicus data assets and services products.

To achieve the objectives described above, the projects are required to adopt state-of-the-art ICT technologies (such as, for example, Big Data and AI technologies in their wider declinations), and make use of existing European data infrastructures, such as Copernicus DIAS platforms, European open data portals, and industrial data platforms.

The technical solutions to be adopted should be user-friendly and work at the scale of the large quantities of data involved. They should be adopted to contribute to the digitization challenges of the European industry by opening up innovative business opportunities and to support societal challenges.

Copernicus data and services products will be at the core of the projects' data value chains and integration activities needed to fulfil the industrial and users requirements that will drive the actions. Whenever relevant, the link with European satellite positioning/navigation/timing technologies should be exploited.

Applicants are required to present initial qualifying items of their business plan in the proposal, which will then have to be fully developed as part of the project's exploitation plan.

Activities are expected to start at TRL 5 and achieve TRL 8 by the end of the project.



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HORIZON-CL4-2022-SPACE-02-55: Large-scale Copernicus data uptake with AI and HPC

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 9.60 million.
Type of Action Research and Innovation Actions	
Technology Activities are expected to achieve TRL5 by the end of the project – seadiness Level General Annex B.	

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Copernicus is producing increasingly large data volumes that require specific Big Data technologies
 and Artificial Intelligence (AI) methods to analyse it and manage it. The adoption of Big Data and
 AI technologies in the space industry represents a significant opportunity to innovate, following
 industrial requirements to better respond to well identified user needs.
- Moreover, the data infrastructures offering archiving and distribution services for Earth Observation data, including Copernicus, are often data silos that offer today limited discoverability, querying and linking possibilities. The full exploitation of the archives and data stores require specialized Artificial Intelligence technologies, Linked Open Data paradigms and semantic archives able to scale to the full archives data volumes. Enhancing those cloud infrastructures with technological paradigms that are now typical of other data intensive domains (such as multimedia), will contribute to facilitate the development of new products and services with earth observation data at their core, and connect earth observation data to European Data Spaces.
- Copernicus data are part of the European Data Economy and its value chains. As such, this call is
 promoting the collaboration of ICT actors, both from industry and academia, with the earth
 observation/space stakeholders and Copernicus users.

<u>Scope</u>: To address the expected outcomes described above, applicants are requested to respond to one of the following challenges:

 Develop new and innovative products and services designed by industrial and user requirements, having Copernicus data assets and services products at their core, and scaling up to the increased data volumes of Copernicus' archives, by solving the technological challenges related to Artificial



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Intelligence, AI, High Performance Computing (HPC,), Big Data processing and management, and the integration with distributed data sources from other industrial domains.

Develop new, enabling, scalable, operational solutions and technologies to improve capabilities
and performance of the Copernicus value chain and supporting infrastructure: from access and
discovery of data and information (required to fully integrate Copernicus data archives, including
into the wider web of data and connect to European Data Spaces, in a machine to machine
modality) to integration with other data sources and analysis to delivery and applications.
Proposals can address individual elements of the value chain or the value chain as a whole.

For both challenges, applicants are requested to provide quantitative measures of the progress beyond the state of the art.

To ensure a balanced portfolio covering the two challenges described above, grants will be awarded to applications not only in order of ranking but at least also to one project that is the highest ranked within each area, provided that the applications attain all thresholds.

Activities are expected to start at TRL 3 and achieve TRL 5 by the end of the project.

HORIZON-CL4-2022-SPACE-02-56: Designing space-based downstream applications with international partners

Specific condition	ns
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 1.00 and 1.50 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 8.00 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply: Due to the scope of this topic, legal entities established in countries that have signed an administrative cooperation arrangement on Copernicus data access and Earth observation data exchange are exceptionally eligible for Union funding. Currently, these countries are: the United States, Australia, Ukraine,



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	Chile, Colombia, Serbia, African Union, India and Brazil. Discussions towards similar cooperation have been started with other countries and regions (including United Nations Agencies and Asia-Pacific countries).
Technology Readiness Level	Activities are expected to achieve TRL3-4 by the end of the project – see General Annex B.

<u>Expected Outcome</u>: Projects with international cooperation partner countries are expected to contribute to the three following high-level outcomes:

- 1. The use of EGNSS and sharing of expertise with public and/or private entities to introduce EU-space based applications/solutions leveraging their innovative, unique features, in particular Galileo differentiators (authentication, high accuracy) and EU know-how.
- 2. The use of Copernicus data, to develop jointly algorithms, services and/or products, which serve local user needs and/or enhance the Copernicus global product quality.
- 3. The combined use of EGNSS and Copernicus to develop innovative downstream applications combining positing navigation and timing with Earth observation services.

Projects will also contribute to the following objectives:

- Lead to new or improved products, processes or services using EU space technologies (Copernicus, EGNSS as enabler - that are capable of generating a marketable solution for the local market.
- Maximise and spread the benefits of space-based applications and solutions enabled by EGNSS and/or by Copernicus, to leverage downstream space excellence in particular of SMEs and universities, to facilitate investments and to foster market uptake.
- Create partnerships with non-EU entities towards commercialization, to trigger public and/or
 private investment from Europe and beyond to take advantage of market opportunities in Europe
 or local markets.
- Build capacity and awareness raising, around EGNSS and Copernicus based applications and solutions, particularly in the regulated domains.

<u>Scope</u>: Proposals can target one or more of the three expected outcomes. Proposal can also include the use of other space based or non-spaced based assets and services, with a preference given to those based in the EU and in the international cooperation partners countries applying to these topics.

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The actions should focus on technical developments of EU-space based applications/solutions, dissemination, awareness-raising, as well as provide opportunities for the creation of business-oriented partnerships of European industry with international partners. By doing so the action should be achieving a critical mass of space based-application success stories, demonstrating the advantages and differentiators of EU space-based solutions and services and making it an attractive option for public authorities, private industries and private investors in Europe and elsewhere.

Cooperation with international partners, either public or private, is key to:

 promoting the uptake of satellite navigation, position and timing, to enable non-EU countries to benefit from the advanced and unique features offered by EGNOS and Galileo, particularly in transport and regulated domains.

• promoting the uptake of Copernicus globally, exploiting possibilities for integrating in-situ, space data and information technologies. Building the Copernicus full, free and open data policy, the Commission seeks to facilitate access to Copernicus data and information for interested international partners. Administrative cooperation arrangements on Copernicus data access and Earth observation data exchange have already been signed with several countries; the United States, Australia, Ukraine, Chile, Colombia, Serbia, African Union, India and Brazil. Discussions towards similar cooperation have been started with other countries and regions (including United Nations Agencies and Asia-Pacific countries).

Tasks may include joint calibration and validation activities or integration of local in-situ systems to enhance the quality of data and service products. It is important to exploit the value-added of integration of EO observation technologies (both satellite, airborne and ground based) with positioning ones, and ICT (e.g. cloud computing) from international partner countries through the development of applications, and encourage their insertion into the market.

Technology promotion activities can include incentive schemes in the form of financial support to third parties, that will promote the uptake of space downstream applications across Europe and globally.

For proposals under this topic:

Proposals dealing with EGNSS are encouraged to involve the relevant players on the European side
whenever relevant (e.g. European Union Aviation Safety Agency (EASA), European Satellite Service
Providers (ESSP) or Member States' Air Navigation Service Providers for EGNOS Safety of Life
service to aviation, European Maritime Safety Agency (EMSA), ERA for other transports).
Participation of industry, in particular SMEs, is encouraged;



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- When dealing with Copernicus based applications, participation of at least one partner from a country that has signed a Copernicus Cooperation Arrangement is required; Proposals are encouraged to use the Copernicus Data and Information Access Services (DIAS), or other existing data access solutions instead of setting up their own download and processing infrastructure. They are also encouraged to integrate third-party data (including in-situ data) and envisage data assimilation into models and products made available on the Copernicus platform of the Copernicus services. Participation of partners involved in international GEO initiatives is encouraged. Participation of industry, in particular SMEs, is encouraged;
- Involvement of public authorities is encouraged, whenever relevant;
- Involvement of post-graduate scientists, engineers and researchers is encouraged, if relevant for the project.

HORIZON-CL4-2022-SPACE-02-61: GOVSATCOM Service developments and demonstrations

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 1.00 and 1.50 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 9.10 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply: Some activities, resulting from this topic, may involve using classified background and/or producing of security sensitive results (EUCI and SEN). Please refer to the related provisions in section B Security — EU classified and sensitive information of the General Annexes. In order to achieve the expected outcomes, and safeguard the Union's strategic assets, interests, autonomy, or security, avoiding EU dependence on components, materials, processes from non-EU countries and the risk of access restrictions for such items e.g. through export control regulations, participation is limited to legal entities established in Member States. Proposals including



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entities established in countries outside the scope specified in the topic/call/action will be ineligible.

For duly justified and exceptional reasons of EU strategic autonomy in space and the security and integrity of EU space assets, in order to guarantee the protection of the strategic interests of the Union and its Member States, legal entities established in a Member State or in countries associated to Horizon Europe that are directly or indirectly controlled by third countries not associated to Horizon Europe or by legal entities of non-associated third countries, are not eligible to participate. Proposals including entities that are controlled by third countries outside the scope specified in the call/topic/action will be ineligible.

Expected Outcome: Projects are expected to contribute to the following outcomes:

- Consolidation of security-related services, demonstrations in a user context and in particular for civilian users and synergies with the services provided by the other components of the Space Regulation (e. g. services for civil protection with Copernicus images).
- This topic address service developments in support to all High-Level User Needs, including direct
 involvement of users and with emphasis on civilian users and interoperability of services. This
 should include Pooling & Sharing demonstrations, in particular on services enabled by new
 technology developments such as ground segment, RPAS, optical communications or Internet of
 Things. Service development should include an element of awareness building and outreach.

Scope:

- R&I for the consolidation of integrated use cases and demonstration of EU GOVSATCOM service interoperability in real user environment.
 - Development of an innovative use case (e.g. in the area of crisis management, surveillance, critical infrastructure etc.) exploiting a combination of secure SATCOM services, such as Mobile Satellite Service (MSS) and Fixed Satellite Service (FSS);
 - 2. Interoperability of services based on pooled and shared capacities from different satellite systems;
 - 3. Interoperability of governmental satellite-based communication services with terrestrial communication services;



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- 4. Development of end to end secure, interoperable, quickly deployable, affordable and user-friendly GOVSATCOM user services;
- 5. Integrated application leveraging the synergies with services provided by other Space Programme components (Galileo, EGNOS, Copernicus, SSA);
- 6. Proof of concept in a real user environment;
- 7. Awareness and outreach activities in favour of EU GOVSATCOM user uptake.

R&I Areas to be addressed:

- 1. Interoperability between satellite communication systems' services;
- 2. Seamless handover between satellite and terrestrial communications networks for the provision of governmental communications services;
- 3. Service level interoperability between commercial and MS owned satellite communications systems;
- 4. Integration of EU GOVSATCOM services with services provided by the other components of the Space Regulation.



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