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The closer relationship between ESA and the EU and, more widely, the growing interest of the EU in space matters have been reflected in the Lisbon Treaty. The 2009 Lisbon Treaty was excellent news for space, for Europe in space, and for European citizens:

- For space, because for the first time space has appeared in the EU treaty, as a policy in its own right and as a subject of sufficient importance to be singled out and to deserve a specific article. ESA has also had the privilege to be referred to in this Treaty, which we see as a recognition of its role in the success of space in Europe, thanks to the work with its Member States.
- Excellent news for Europe in space as well, because this Treaty provides the political visibility and the high-level attention which were lacking in Europe, contrary to other major space powers where space is addressed at the highest level.
- Excellent news for European citizens, because such attention paid to space, an interest for space manifested by the EU, ensures that space should be optimally used for EU policies, and that the EC will seek to federate the requirements arising from its many policies in terms of space-based services and the infrastructures required to deliver these services.

This, as we see it, was the rationale behind the inclusion of space in the EU treaty, and seen from the ESA side, this continues to be our overarching objective in our cooperation with the EU: address space at a higher political level, widen the user base, ensure that space is fully used as a tool for EU policies.

However, the closer relationship between ESA and the EU does not date from 2009 only. It has grown over the last ten years, and it has been twofold: policy and programmatic. On the policy side, this closer relationship has been highly successful, materialising in the 2004 Framework Agreement, recently extended until 2016, and creating the Space Council, HSPG, and Joint Secretariat. The Space Council defines a framework gathering the 29 EU

and ESA Member States. The Framework Agreement has ultimately led to the 2007 elaboration of the ESP. It is also worth noting the recent Administrative Arrangement with EDA (signed in June 2011) as well as the creation by the Space Council of the so-called Structured Dialogue on Space and Security gathering the EC, the EU Council and in particular EEAS, ESA and EDA.

On the programmatic side, the cooperation has concentrated on the two EU flagship programmes in space, Galileo and GMES. Other smaller-scale cooperative arrangements have been initiated, e.g. on IRIS (the satellite communications part of SESAR), AIS (Automatic Identification System for maritime surveillance), on critical technologies, and more generally on several parts of FP7.

As with any cooperation, of course, this has to be set up stepwise and it will take some time before cruising speed is reached. Over the last ten years, a pragmatic 'step-by-step' approach has been followed in particular for Galileo and GMES, allowing ESA to gain progressively practical experience with the EU, and the EC to develop its knowledge and understanding of the space sector.

This pragmatic build-up has allowed us to test various settings and organisations or arrangements, and to identify that some general EU instruments, with a system of calls for proposals, annual budgets and work plans, were not optimal for those space programmes requiring long-term commitments and technical supervision of the work undertaken by contractors.

Space is a very specific sector indeed, as noted earlier: a unique tool to provide global coverage, continuous monitoring at all scales and in many different spectrums; a unique ability to gather, transmit and disseminate instantaneously and worldwide large quantities of information; a unique means for innovation and knowledge-providing services and activities to benefit all citizens worldwide. But space is also a small and fragile sector in Europe: Europe is one of the only space powers, if not the only space power, that does not have a substantial security and defence space sector, its space industry must rely on the commercial market. If Europe is to maintain its industrial and technological capabilities, this requires sustained investments, an appropriate industrial policy and a sound governance structure.

In particular, for Europe to have access to the benefits that space applications deliver, a sustainable exploitation scheme must be set up for these applications. It means a scheme able to fulfil the four following key functions:

- Federating the needs from the users and user communities and providing them to the entity in charge of development;
- Ensuring sustainable and operational services and in particular guaranteeing the required funding, thus securing the continuity of the services;
- Delivering these services to the end users; and
- Linking with the entity in charge of R&D, providing feedback from the users, in order to prepare for the future and the next generation of infrastructure.

If you look at the highly successful case of meteorological satellites in Europe, you will find that Eumetsat is the operator which now covers these four functions. Of course, Eumetsat did not cover the four functions at the outset and it itself has evolved over the past twenty years. The four functions may actually be ensured by different entities, but they must be covered.

Our next challenge will be the successful exploitation of Galileo and GMES, and therefore designing the governance that will allow the four functions to be ensured in both cases of Galileo and GMES. After the flawless launch of the first IOV satellites, and the inclusion within the next MFF of sufficient funding for Galileo, we consider Galileo is on the right track. We must now ensure similar success for the second EU flagship programme, GMES, to allow for a continuous provision of environmental data and service provision to the environmental communities and stakeholders, and to strengthen Europe's leading position in environmental protection. GMES equips Europe with a tool to obtain critical information independently from other (non-European) sources for evidence-based policy development and implementation. This tool must be preserved: it is already delivering services and these must not be interrupted.

At this time, some two years before the launch of the first Sentinel satellites, there is no alternative for GMES but to ensure its sustainable and efficient exploitation in line with the responsibilities that have been agreed. ESA together with its Member States will continue to work as the R&D agency responsible for coordinating the space component and preparing its future evolution. We trust that the EU will live up to its ambitions and responsibilities for ensuring the exploitation of GMES and providing the related services in an operational manner. This will be our joint major challenge for the years ahead and, hopefully, our greatest success as well.

Thank you.