ARTES 20
Management Requirements

FEASIBILITY STUDIES

Appendix 2 to Draft Contract

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1 OBJECTIVES

Feasibility Studies (called hereinafter studies) provide the preparatory framework to analyse and define new, potentially sustainable applications and services within the Integrated Applications Promotion (IAP) element of the ARTES programme (ARTES 20).

They cover the preparation of user-driven applications and services that employ two or more space assets and are conceived to become sustainable in the short to medium term.

The objectives of a feasibility study are:

- to consolidate the involvement of the stakeholder(s) and user(s),
- to define a concept of a system and its associated service(s) and to determine its technical feasibility,
- to develop, when relevant, a prototype of the system or parts there-of and carry out a proof-of-concept in collaboration with the users,
- to assess the added value brought to the user(s) by the defined integrated solution and the involved space assets,
- to assess and consolidate the viability (economic and non-economic factors) of the system and its associated services,
- to identify the roadmap for the further implementation in preparation of a follow-on demo project.

2 SCOPE OF WORK AND STUDY LOGIC

2.1 Scope of Work

Within an ARTES 20 Feasibility Study the Contractor shall investigate, analyse and define the future implementation of an application / service required by the user community through the integration of multiple space assets.

The Contractor shall be responsible for the fulfilment of all the activities required for the setting up and execution of the study. This shall be achieved in accordance with the requirements of the standard documents as detailed in the sections below

Due to the user-driven orientation of the study and to the expected follow-on activities (incl. demo project), a clear partnership shall be pursued by the Contractor with the user community and, whenever relevant for the successful achievement of the project's objectives, with other relevant stakeholders.

Written evidence of the formal agreements with the partners (all participants not appearing explicitly as Subcontractors) shall be provided in the proposal. Such partnerships shall be actively maintained and possibly reinforced by the Contractor during the whole study.

2.2` Study Logic

To achieve the above-mentioned objectives, the activity shall be carried out according to the logic presented in Figure 1 and based on the following main tasks:

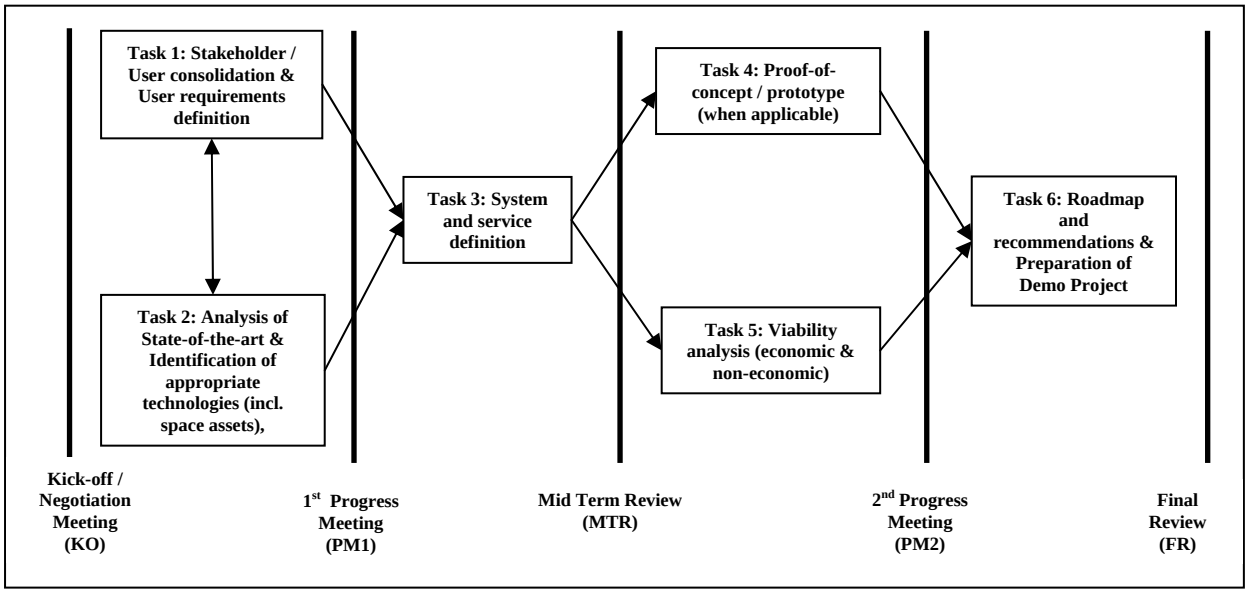

Figure 1: Study Logic

- Task 1 – consolidating the interest of the related stakeholders and users of the future system and its associated services, analysing in detail their respective needs and defining the user requirements,
- Task 2 – performing a state-of-the-art analysis of the different existing technological solutions (both space and terrestrial based) best able to respond to the user needs and to meet the requirements, identification of technologies best suited to solve the problem, analysis of technological gaps
- Task 3 – generating the specifications and architecture for the system and its associated services taking into account the outcomes of tasks 1 and 2,
- Task 4 – proving the feasibility of the system concept and/or of parts thereof (Proof of Concept) in collaboration with the users (this task needs to be adapted to the complexity of the solution and the available feasibility study budget),
- Task 5 – analysing the viability of the system and its associated services,
- Task 6 – preparing the roadmap for the further implementation of the system and its associated services, and generating inputs for the preparation of a demonstration project.

It is expected that the contractor involves the users actively in all tasks.

3 CONTRACTUAL MILESTONES AND REVIEW MEETINGS

The following five Review Meetings represent the sequence of events to be taken into account in establishing the logical organisation of the work. Each of these Review Meetings will be attended by ESA's Technical Officer and representatives of the project team. The documentation supporting each Review Meeting shall be delivered to ESA ten working days before the meeting takes place.

Contractual Milestones are the Negotiation / Kick-off Meeting, the Mid Term Review and the Final Review. The Progress Meetings are not contractual milestones, but are considered equal important for the monitoring of the study progress.

3.1 1st Contractual Milestone: Negotiation/Kick-Off Meeting (KO)

The purpose of the Negotiation/Kick-Off Meeting (KO) is to clarify any outstanding issues identified by ESA, to agree on the project planning and to negotiate the contract. The meeting takes place at ESTEC / Noordwijk (NL).

3.2 1st Progress Meeting (PM1)

Between the KO and PM1, the Contractor shall consolidate the interest and involvement of the related stakeholders and users, analyse in detail their respective needs, define the user requirements (task 1) and carry out an investigation of the state-of-the-art of existing technological solutions (terrestrial and space based) and a related gap analysis (task 2). It shall be considered if a workshop is necessary or helpful to complete these tasks and/or federate the communication in the stakeholder community. Such a workshop (venue, date, program) shall be coordinated with ESA in advance.

The purpose of PM1 is for the Contractor to present the findings on the user requirements and the state of the art and for ESA to approve the user requirements and cross check the findings on the state-of-the-art analysis. As part of the data package of the PM1, the Contractor shall deliver to ESA the first version of the Project Web Page according to the template accessible under: http://iap.esa.int/templates/pwp.

PM1 represents the starting point for task 3 “System and Service Definition”. The progress meeting will be held by teleconference or at the premises of the Contractor.

3.3 2nd Contractual Milestone: Mid Term Review (MTR)

At the end of the system and service design, the Mid Term Review (MTR) will be held to present and accept the System and Service Specifications, the System and Service Architecture, and the Validation Plan.

The main aim of the MTR will be to discuss and review the specifications, the trade-off processes performed to select the different building blocks, the overall system and service architecture, and the validation plan, as well as to agree on the execution of a potential proof-of-concept.

Successful completion of MTR is a condition to proceed with the following tasks. The MTR will be held at the premises of the Contractor.

3.4 2nd Progress Meeting (PM2)

Between the MTR and the PM2 task 4 “Proof-of-Concept / Prototype” and task 5 “Viability Analysis” will take place. At PM2 the Contractor shall present the design, development, implementation and results of the proof-of-concept which was carried out in collaboration with the users, as well as the analysis on the viability of the proposed system and its associated services.

To follow the proof-of-concept closely, ESA reserves the right to request intermediate deliverables (like Prototype Design, Validation Plan and Procedures) before the execution of the proof-of-concept tests.

The progress meeting will be held by teleconference or at the premises of the Contractor.

3.5 3rd Contractual Milestone: Final Review (FR)

At the Final Review (FR) the Contractor shall present the overview of the activities carried out during the project, a principal evaluation of the feasibility of the proposed system and its associated services, the results of the viability analysis as well as the roadmap for further implementation including the identification of the key elements for a follow-on demonstration project.

If considered necessary or helpful, a stakeholder / user workshop shall be organised to present the study results, federate the stakeholder community and collect feedback on the further implementation roadmap. Such a workshop (venue, date, program) shall be coordinated with ESA in advance.

3.6 Progress Meetings

ESA reserves the right to request extraordinary Progress Meetings. The Progress Meetings may be held by teleconference or at the premises of the Contractor.

4 DOCUMENTS AND ITEMS TO BE PRODUCED / DELIVERED

During the execution of the project the Contractor shall produce the following deliverable documents / items as described below. The documents shall be produced / updated at the review meetings as detailed in Section 3 and the table in Section 4.13.

In principle, it is expected that all the tasks to be carried out in the feasibility study are performed in close coordination with the users (leveraging on their connections to important stakeholders, assisting in the definition of the user needs and requirements as well as in the system and service definition, supporting the proof of concept (e.g. facilities, in situ support), providing feedback on the usefulness, contributing to the viability analysis, assisting in the preparation of the roadmap and for the demonstration project, promoting the system and services in their respective communities, etc.). As such, it is expected that the content of the documents mirrors adequately also their involvement and contributions.

4.1 Stakeholder / User Requirements (D1)

This document shall present the outputs of the task 1 activities and shall include a systematic overview of the stakeholders (incl. users), information on the consolidated interest of the stakeholders and users, the typical use cases and scenarios including problem statements as well as the related stakeholder / user needs. This information shall be translated into user requirements which are considered the major outcome of task 1.

The document shall include the following elements:

D 1.1 Concept Note: The concept note – aimed at the stakeholders and users – shall describe in about 4 pages the concept of the subject activity, its purpose and principle, the added value of the integrated solution based on multiple space based assets.

D 1.2 Stakeholder Overview, Interest and Involvement: This chapter shall provide a systematic overview of the stakeholders, i.e. identify the stakeholders (entities, contact persons, etc) relevant for the subject activity, their roles and importance in the realm of the activity (political, regulatory, technical, commercial, users, etc), their interest in a new service, the level of communication established with the Contractor, and their involvement in the activity (active, passive). Evidence on the involvement of the critical stakeholders shall be provided.

D 1.3 User Needs and Use Cases: This chapter shall provide a good insight in the problems and needs that the involved user community has. To this purpose, the users relevant for this activity shall be presented together with typical use cases providing a good understanding of the current situation, the problems that need to be solved, the ideal solution, and the impact and added value that a new efficient application / service is expected to provide to these users (in economic and non-economic terms).

D 1.4 User Requirements: The information collected from stakeholders and users shall be translated in a clear set of requirements for a new application / service. They shall be consolidated in close cooperation with stakeholders and users.
The requirements shall be specified using unique identifiers to allow easy traceability throughout the activity and shall be traced all the way through the project documentation. (Later on, traceability matrices shall refer to these user requirements indicating how they map to the specifications, the design, implementation and verification).

Depending on the subject and when considered necessary or helpful, the organisation of a stakeholder / user workshop shall be considered. If such a workshop is proposed to be part of the activity, the venue, date and programme of the event shall be agreed with ESA and the following output shall be generated from this event:

D 1.5 Stakeholder / User Workshop Document: This document shall compile all information related to such a workshop, i.e. participants, programme, handouts, presentations, results, conclusions

4.2 State of the Art Analysis & Identification of Appropriate Technologies (D2)

This document shall present the outputs of the task 2 activities and shall include the analysis of the state-of-the-art of the different existing technological solutions (both space and terrestrial) which are considered best to solve the problem, respond to the user needs and their requirements and are considered suitable for integration into a new application / service.

The document shall include the following elements:

D 2.1 State of the Art Technologies: This chapter shall present the identified existing terrestrial and space-based solutions / assets that can already provide an operational or pre-operational solution (strengths & weaknesses) to the user needs (or a subset thereof) and which could constitute a component of the final system and its associated services. This shall include also information on the maturity and availability (e.g. experimental stage, operational, legal issues), the cost and the provided added value of these technologies.

D 2.2 Gap Analysis: In this chapter a critical review of the identified state-of-the-art technologies shall be presented identifying the needs and requirements that are already met adequately and those that are not or only partially met. The review shall be

concluded by an analysis of additionally required developments (modifications, enhancements, new developments, etc.), of the potential development timeframe and of the cost for such developments.

4.3 System and Service Definition (D3)

This document shall present the outputs of the task 3 activities generating a definition of the system concept and its associated services.

The document shall include the following elements:

D 3.1 System and Service Specifications: This chapter shall present a clear set of specifications (functional, performance, interface, environment, etc.) for a system and its associated services able to meet the user requirements. They shall be broken down to a level which allows the selection of technologies (terrestrial and space based) investigated under task 2. The specifications shall be associated to mandatory and optional user requirements.
They shall be specified using unique identifiers to allow easy traceability throughout the activity. They shall be traced all the way through the project documentation. A traceability matrix showing the dependence between the user requirements and the specifications shall be included.

D 3.2 System and Service Architecture: Based on the findings under task 3.1 and task 2 and in consultation with the users, the definition of the overall architecture of the system and its associated services down to building block level shall be documented. The system architecture information shall include the description of the selected technologies (terrestrial and space based assets), the justification for their selection (e.g. trade off analysis), the different interactions, interfaces and interoperability aspects, the information on the development maturity and availability (e.g. COTS, to be modified, to be enhanced, to be developed, etc).
A compliance matrix between chosen technologies and specifications / user requirements shall be included.

D 3.3Validation Plan: In coherence with the set up of the system specifications and system architecture, the validation plan shall be produced describing the approach to verify the ability of the system to respond to user expectations / meet the user needs. This shall include system critical elements and the associated timeline.

4.4 Proof of Concept / Prototype (D4)

Depending on the complexity of the subject and the available feasibility study budget, a proof-of-concept will be included in the study. Such an activity is expected to prove the feasibility of the system concept and/or of critical elements with a prototype. This shall be done in collaboration with the users and preferably within their working environment. In addition, the assessment of the added value provided by the system and especially the integrated space assets shall be subject for such a proof of concept.

The document shall present the outputs of this task 4 and shall include the following elements:

D 4.1 Prototype Design and Development: This chapter shall include the identification of the System and Service requirements essential to be addressed within the proof of concept (with special attention to the space assets to be integrated), the detailed design of the

prototype itself, and the presentation of the working environment with service behaviour and user interaction diagrams. According to the detailed design the prototype is expected to be produced.
As element of this document, an inventory list of all the items produced or procured shall be created, including the related location of the assets. This list, called "Inventory and Status Control" (ISC), shall comprise all hardware, software and content

D 4.2 Prototype Verification: This chapter shall include all information related to the verification of the technical performance of the prototype and comprises the verification plan, the verification procedures (i.e. the approach, the methodology, the test sequence and the test conditions) and the presentation of the results.

D 4.3 Proof-of-Concept and User Feedback: In preparation of the validation activities, necessary training material shall be generated and documented. This chapter shall further include a validation plan and the validation procedures (i.e. the approach, the methodology, the validation sequence and the validation conditions). The validation activities shall be carried out and the results recorded, analysed and evaluated in close coordination with the users. A specific chapter presenting the user feedback shall be incorporated.

D 4.4 Digital Media: The documentation related to the proof-of-concept shall be complemented by a collection of Digital Media documenting the demo, consisting of digital pictures and/or digital videos taken during the execution of the proof-of-concept and documenting the installation and utilisation of the prototype by the User Groups.

4.5 Viability Analysis (D5)

In this document an analysis of the viability of the future system and its associated services shall be presented including, where applicable, economic elements like market analysis and cost/benefit analysis, as well as non-economic elements like political, regulatory, legal aspects. This document has to be understood as precursor of the business plan for a demonstration project proposal.

The document shall present the outputs of this task 5 and shall include the following elements:

D 5.1 Market Analysis: If relevant with the proposed objective of the activity, this chapter shall provide information on the potential opportunity for the system and its associated services, the potential total market, the addressable market, the market segmentation, the value chain, the competitive positioning (SWOT), the attractiveness of the system and its services to the user community, revenue potential.

D 5.2 Cost/Benefit Analysis: This chapter shall provide an analysis of the cost / benefits from the point of view of the user community. As such, it shall cover the relevant cost elements that have an impact on the user community, including, but not only, information on the capital cost for the implementation of the service (CAPEX) and on the expected operational cost (OPEX). From a benefit point of view the identification and quantification of the benefits of the system and associated services for the user community shall be presented. This chapter shall be completed with a final conclusion on the overall cost/benefit result

D 5.3 Non-Economic Viability Analysis: This chapter shall present the non-economic aspects relevant for the viability of the future system and its associated services. This might

include. information on the decision makers to be involved to overcome possible political or regulatory obstacles, together with information on their decision criteria, legal obstacles and liability considerations and potential measures to overcome these obstacles, public acceptability of the proposed system and its associated services, impact on the existing working environment of the users, important partnerships, intellectual property rights, etc.

D 5.4 Final Viability Assessment: Taking into account the above findings an overall assessment of the viability of the proposed system and its associated services shall be presented, including the identification of the major elements to be taken into account for the implementation (incl. the demo project).

4.6 Implementation Roadmap and Recommendations (D6)

In this document the roadmap for the further implementation of the intended system and its associated services shall be documented, as well as the relevant inputs for the preparation of the implementation of a full-fledged demonstration project.

The document shall present the outputs of this task 6 and shall include the following elements:

D 6.1 Feasibility Status Assessment: This chapter shall provide a principle assessment of the overall feasibility of the proposed concept including a comprehensive risk analysis, also in view of a follow-on demo project, together with an overall evaluation of the added value of the system and the integrated space assets.

D 6.2 Implementation Roadmap: This chapter shall present the roadmap for the implementation of the proposed system and its associated services via a demonstration project and beyond. It shall include information on the overall framework (legal, political, financial, technical, operational, etc), identify essential aspects which are not mature or cannot be covered by the demonstration project and the way forward (technologies, space assets, etc), propose measures with regards to different aspects (legal, regulatory, etc) and stakeholders (governments, institutions, standardisation bodies, general public, etc).

Depending on the subject and to close the loop with stakeholders / users, a workshop discussing the future of the activity shall be considered. If such a workshop is proposed to be part of the activity, the venue, data and programme of the event shall be agreed with ESA. The following output shall be generated from this event:

D 6.3 Stakeholder / User Workshop Document: The content of such a workshop is expected to cover a presentation of the potential of the system and its associated services to a wider range of users as well as to collect feedback from stakeholders and users on the legal, political, financial, technical, operational, etc. framework and the identified roadmap. The related document shall compile accordingly all information related to such a workshop, i.e. participants, programme, handouts, presentations, results, conclusions.

4.7 Final Report (FREP)

The Contractor shall deliver, not later than ten working days before the FR, a Draft Final Report, on which ESA will provide comments within one week after said review.

The Final Report (FREP), which is intended for general publication, is to be written in a concise

form, and shall describe the major accomplishments of the study.

The front cover of the report shall carry the following text within a delineated box of at least 10 cm x 4 cm, preferably located in the top or bottom left-hand corner of the cover:

> "EUROPEAN SPACE AGENCY CONTRACT REPORT
>
> The work described in this report was done under ESA contract. Responsibility for the contents resides in the author or organisation that prepared it."

The FREP shall not contain any confidential/proprietary information or confidentiality/copyright statement other than the following:

> "The copyright in this document is vested in [Company]. This document may only be reproduced in whole or in part, or stored in a retrieval system, or transmitted in any form, or by any means electronic, mechanical, photocopying or otherwise, either with the prior permission of [Company] or in accordance with the terms of ESTEC Contract no [Contract no]. ".

Within four weeks after the Final Review the finalised version of the Final Report shall be delivered as follows:

- 2 paper copies and 2 CD-ROMs to the ESTEC Publications Division (LEX-CP),
- 1 paper copy and 3 CD-ROMs to the Agency's Technical Officer

The CDs shall be labelled with: the title "Final Report", the project name, the company name, the contract number, and the completion date. They shall include Acrobat Reader and the Final Report in PDF format.

4.8 Final Data Package (FDP)

Together with the finalised version of the Final Report, the Contractor shall deliver to ESA 3 copies of the Final Data Package (FDP), consisting of a CD or DVD containing the most recent version of all main deliverables (FREP, PWP, D1 – D6, content developed as part of the contract, Digital Media documenting the proof-of-concept demo).

The CDs shall be labelled with: the title "Final Data Package", the project name, the company name, the contract number, and the completion date. They shall include Acrobat Reader and the documents in PDF format as well as an index document with links to the different document files

4.9 Project Web Page (PWP)

The Contractor shall produce, as part of the PM1 package, a Project Web Page according to the template accessible under: http://iap.esa.int/templates/pwp

With every review meeting, starting from the publication of the Project Web page and ending with the conclusion of the contractual activities, the Contractor shall provide an updated version of the "Current Status" paragraph of the Project Web Page.

The "Current Status" paragraph of the Project Web Page will be the opportunity for the project to inform the general public about the status of the progress. The Contractor shall ensure that the public image of the project is properly portrayed and maintained through the above Web Page. A final version of the Project Web Page shall be provided together with the Final Report. This final version shall include a paragraph summarising the most significant achievements of the study.

All study information to be published including the "project web page" will duly respect any relevant confidentiality agreement established among the partners

4.10 Project Detailed Bar Chart

The Contractor shall submit his planning in the form of a Project Detailed Bar Chart.

4.11 Deliverable Hardware

All hardware developed or procured under the contract is part of the contractual deliverables to ESA. However, when the Contractor is able to demonstrate that this hardware will, after completion of the contract, be utilised for purposes connected with the objectives of the contract, the parties may mutually agree either to conclude a loan agreement or to transfer the ownership to the Contractor.

4.12 Deliverable Software and Content

Any software and content developed under the contract shall be delivered in executable form upon completion of the contract. ESA will acquire the limited license according to Article 4 Clause 56 of the contract. The same acquisition rule applies to technical data ("information" in the terminology of the General Clauses and Conditions).

4.13 Submission of Documentation

The deliverable documentation given in the following table is required as a minimum and shall be provided during the contract as indicated. The documents shall be delivered at least ten working days prior to the review.

Name	Deliverable	Reference to Section	Initial Submission	Updating	Final Submission
MOM	Minutes of Meetings	5.3	KO	every meeting	FR
D1	Stakeholder/User Requirements	4.1	with the proposal	PM1	FR
D2	State of the Art Analysis & Identification of Appropriate Technologies	4.2	with the proposal	PM1	FR
D3	System and Service Definition	4.3	with the proposal	MTR	FR
D4	Proof of Concept / Prototype	4.4	with the proposal	PM2	FR
ISC	Inventory and Status Control (as part of D4)	4.4	PM2		FR
DM	Digital Media (as part of D4)	4.4	PM2		FR
D5	Viability Analysis	4.5	with the proposal	PM2	FR
D6	Implementation Roadmap and Recommendations	4.6	with the proposal	FR	FR
PBC	Project detailed Bar Chart	4.10	with the proposal	as necessary and at reviews	FR
MPR	Monthly Progress Report	5.4	KO + 1 month	every month	FR
PWP	Project Web Page	4.9	PM1	every review meeting	FR
DC& MC	Document Configuration and Management Control	5.5	PM1	as necessary	FR
FREP	Final Report	4.7	FR		FR
FDP	Final Data Package	4.8	FR		FR

KO: Negotiation/+Kick-Off meeting
MTR: Mid Term Review
FR: Final Review
PM1: 1st Progress Meeting
PM2: 2nd Progress Meeting

4.14 Document Confidentiality

All deliverable documents produced in the frame of the project will be treated in confidence. The only exceptions are the Project Web Page and the Final Report, which the Agency may make available to participating states and persons and bodies thereof.

5 MANAGEMENT

5.1 Project Manager

The nominated Project Manager shall be responsible for the management and execution of all work to be performed and for the coordination and control of the work within the project team. He will be the official point of contact with the Agency during the execution of the work.

During the contract execution, the Project Manager shall notify the Agency of any critical risk that may arise, analysing the cause, assessing the potential impacts on the project in terms of time, objectives and scope and formulating in the shortest possible time a mitigation strategy. Risks already identified and not completely resolved shall be addressed in a specific paragraph in the Monthly Progress Report (see section 5.4) together with the associated mitigation strategy.

5.2 Experts

For special cases the Agency reserves the right to be advised by external experts. These experts will be committed to treat any information obtained in the context of this contract on a strictly confidential basis.

5.3 Reporting – Minutes of Meetings (MOM)

Formal written Minutes of Meetings attended by ESA shall normally be agreed and made available by the Contractor at the end of the meeting. If distributed in manuscript form at the end of the meeting, a typed version shall follow within five working days and be distributed in electronic form to all participants.

The minutes shall clearly identify all agreements made and actions accepted together with, where relevant, an update of the Action Item List.

To establish a uniform and consistent procedure to identify the Action Items among the different ARTES projects, the Contractor shall keep track of the Action Items adopting the following action identification scheme:

Action X.Y
where *X* is the identifier of the meeting (0: Negotiation/Kick Off Meeting, 1: First Review Meeting, 2: Second Review Meeting, etc.), and *Y* is the Action number starting from 1 at each new meeting.

In case the Distributed Project Collaboration Tool (see section 5.7) is adopted, Actions items shall be recorded here.

In case of urgent or critical problems, new Actions can be originated by the Agency and/or by the Contractor even outside the normal scheduled meetings.

5.4 Reporting – Monthly Progress Reports (MPR)

The Contractor shall provide, within the first five working days of each month, a concise status report following the template provided under http://iap.esa.int/templates/mpr .

This report shall in particular highlight any problems in the study activities and the corrective actions taken by the Contractor. To the extent possible, the progress report and annexed documentation should be delivered in MS Word format by using the Distributed Project Collaboration Tool or as an attachment to email.

5.5 Document Configuration and Management Control (DC&MC)

Starting with the first review meeting, the Contractor shall create and maintain, for consultation by ESA, a Document Configuration and Management Control recording all documents produced in connection with the contract. The list shall indicate the document title, name of the file, document reference, type of document, date of issue, revision number, confidentiality level and distribution list.

Each deliverable document shall include a Title Page reporting Project Name, Contract Number, Title of the Document, Reference Identifier, Author(s) and related Organisation(s), Date of Issue and Revision Number.

All deliverable documents shall include as the second page a Document History Sheet, indicating in short for each submitted revision the corresponding date and the reason for the revision. Each revision shall be formatted in order to easily spot the changed parts with respect to the previous submission.

5.6 Electronic Documentation

All documentation shall be delivered in electronic form, using preferably MS Word or Adobe Acrobat format with all pictures and tables embedded in the document. The documentation shall include in its options the possibility to be printed.

5.7 Distributed Project Collaboration Tool

During the execution of the project the web based project planning and collaboration tool accessible under http://telecom.esa.int/collaboration_tool, shall be used. This collaborative environment is made available free of charge by ESA for the duration of the project, and it is intended to replace the usual electronic communication tools (e.g. E-Mail with attached document and/or FTP) within the project team and in the communication with ESA, as well as for recording and tracking Action Items.

Unless otherwise agreed with ESA and formalised in the minutes of the Kick-Off Meeting, the Contractor shall provide at the Kick-Off Meeting the name of the person to be appointed as administrator of the account. The Agency will activate within one week from the Kick-Off Meeting an account dedicated to the project team. During the first part of the project, the environment shall be used on a trial basis by the project team to support information exchange in preparation of the first review meeting. At the first review meeting the Contractor shall inform the Agency whether, on the basis of the results of the trial period, the project team has decided to retain or not the environment for the remaining part of the contract. In case the environment is

not retained, the specific account will be deleted by the Agency.