



ADOPTED  
by the GSA Administrative Board

**30 NOV. 2009**

GSA AB WP No. 11

## **European GNSS Supervisory Authority**

Brussels, 25 November 2009

### **Decision of the Administrative Board on the Work Programme 2010**

#### **Written Procedure No. 11**

ADOPTED  
by the GSA Administrative Board

**30 NOV. 2009**



## Written Procedure No. 11

### I.

For adoption by 30 November 2009

To the Members of the Administrative Board of the European GNSS Supervisory Authority (hereinafter referred to as "the GSA")

### ***Adoption of the Work Programme 2010 of the GSA***

In accordance with Article 6(b) of the GSA Regulation<sup>1</sup>, the GSA requests the Administrative Board to adopt the Work Programme 2010 (GSA AB 09-03-19-05 rev. 2).

The decision to adopt the Work Programme 2010 must be taken by a two thirds majority of the Administrative Board's Members. A proposal for a decision to be taken by written procedure shall be approved or rejected in its entirety<sup>2</sup>.

Due to the urgency of the matter, a written silence procedure is being applied. **Any objection** must be sent **in writing** to the secretariat of the GSA Administrative Board, to the attention of:

Ms Anne-Cécile d'Audigier  
fax: +32 2 292 07 40  
email: [anne-cecile.daudigier@gsa.europa.eu](mailto:anne-cecile.daudigier@gsa.europa.eu).

If no written objections to the proposed decision are received by **30 November 2009 at 12:00** (Central European Time), your approval will be assumed.

I, as Chairman of the Administrative Board of the GSA, propose to adopt the following decision by written, silent, procedure:

***The Work Programme 2010 (GSA AB 09-03-19-05 rev.2) is adopted.***

### II.

The GSA Regulation states that the Administrative Board shall adopt, by 30 November each year and after receiving the Commission's opinion, the work programme of the [GSA] for the coming year and forward it to the Member States, the European Parliament, the Council and the Commission. This work programme shall be adopted without prejudice to the annual Community budgetary procedure.<sup>3</sup>

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<sup>1</sup> Council Regulation (EC) No 1321/2004 of 12 July 2004 on the establishment of structures for the management of the European satellite radio-navigation programmes (OJ L 246, 20.7.2004, p. 1), as amended by Regulation (EC) No 1942/2006 (OJ L 367, 22.12.2006, p. 18).

<sup>2</sup> Article 9(2) Rules of Procedure of the Administrative Board of the GSA.

<sup>3</sup> Article 6(b) GSA Regulation.



Written Procedure No. 11: Work Programme 2010

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The present Work Programme 2010 is a revision of the Provisional Work Programme approved by the Administrative Board in March 2009<sup>4</sup> and the draft Work Programme presented to the Administrative Board for adoption at its 21<sup>st</sup> meeting held on 19 November 2009.<sup>5</sup> At this last meeting, the Administrative Board requested an update of outdated facts stated in the Work Programme to reflect the current status of the programmes. These updates are contained in the present Work Programme 2010.

**III.**

The decision requires an adoption by written silent procedure to enable the GSA to forward the Work Programme to the Member States, the European Parliament, the Council and the Commission by the deadline stipulated in Article 6(b) of the GSA Regulation, perform its activities and implement its budget 2010 as of 1 January 2010. The next regular GSA Administrative Board is only scheduled for 25 March 2010.

**IV.**

Adopted by decision of the Administrative Board of the GSA under Written Procedure No. 11 on 30 November 2009.

ADOPTED  
by the GSA Administrative Board

.....  
Mr. Per Tegnér, Chairman of the GSA Administrative Board

30 NOV. 2009

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<sup>4</sup> Doc GSA-AB-0903-19-05.

<sup>5</sup> Doc GSA-AB-0903-19-05 rev.1.



ADOPTED  
by the GSA Administrative Board

GSA AB WP No. 11

Written Procedure No. 11: Work Programme 2010

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**Annex**

***Work Programme 2010***

*Please see attached document*



ADOPTED  
by the GSA Administrative Board

GSA AB 09-03-19-05 rev.2

## European GNSS Supervisory Authority

Written Procedure No. 11

# **Work Programme for 2010**



Work Programme for 2010

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## Work Programme for 2010

### DEFINITIONS

3SC	System Safety and Security Committee
Commission	European Commission
DCN	Document Change Notice
DOORS	Dynamical Object-Oriented Requirements Systems
EDAS	EGNOS Data Access System
EGNOS	European Geostationary Navigation Overlay Service
ESA	European Space Agency
EUROCONTROL	European Organisation for the Safety of Air Navigation
FOC	Full Operational Capability
FP7	Seventh Framework Programme for Research and Development of the European Union
GKMF	GNSS Knowledge Management Facility
GNSS	Global Navigation Satellite System
GNSS Regulation	Regulation (EC) No. 683/2008 of the European Parliament and the Council on the further implementation of the European satellite navigation programmes (EGNOS and Galileo)
GSA	European GNSS Supervisory Authority
GSA Regulation	Council Regulation (EC) No. 1321/2004 on the establishment of structures for the management of the European satellite radio-navigation programmes, as amended by Council Regulation (EC) No. 1942/2006
GSAP	Galileo Security Accreditation Panel
GSB	Galileo Security Board
GSC	GNSS Security Centre
GSMC	Galileo Security Monitoring Centre
IOV	In-Orbit Validation
Joint Action	Council Joint Action 2004/552/CFSP of 12 July 2004 on aspects of the operation of the European satellite radio-navigation system affecting the security of the European Union
MEDA	MEDiterranean Area
NRSCC	National Remote Sensing Center of China
PRS	Public Regulated Service
SESAR	Single European Sky ATM Research
SME	Small and Medium-sized Enterprise
SSRS	System specific Security Requirements Statements



## Work Programme for 2010

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### 1 INTRODUCTION

The GSA Regulation sets up the GSA, whose role has evolved over the last couple of years.

The termination of the Galileo concession on 20 June 2007 and the entry into force of the GNSS Regulation on 25 July 2008 have led to a redefinition of the GSA's tasks. The GNSS Regulation restructures the governance of the European GNSS programmes, based on a clear division of tasks between the Commission, the GSA and the ESA. It confers on the Commission the responsibility for the management of the European GNSS programmes and establishes that ESA shall act as procurement agent<sup>1</sup>. As regards the GSA, the GNSS Regulation confers on the GSA the tasks of security accreditation, contribution to the preparation of the commercialisation of the systems, including the necessary market analysis, and the accomplishment of other tasks that may be entrusted by the Commission.

### 2 LEGAL REFERENCE FOR THE WORK PROGRAMME 2010

The GSA Regulation states that the Administrative Board shall adopt, by 30 November each year and after receiving the Commission's opinion, the work programme of the [GSA] for the coming year and forward it to the Member States, the European Parliament, the Council and the Commission. This work programme shall be adopted without prejudice to the annual Community budgetary procedure.<sup>2</sup>

The present Work Programme 2010 is a revision of the Provisional Work Programme approved by the Administrative Board in March 2009.<sup>3</sup>

The Work Programme 2010 reflects the tasks that are entrusted to the GSA in light of the GNSS Regulation. Furthermore, it takes into account (1) the European GNSS Strategic Framework<sup>4</sup> and Work Programme 2009<sup>5</sup> prepared by the Commission; and (2) the guidelines issued by the Commission in accordance with Article 16 GNSS Regulation.<sup>6</sup> It has been reviewed in consultation with the Commission. The guidelines are attached to the present document as **Annex 1**.

### 3 MISSION AND TASKS OF THE GSA

The overall mission of the GSA is being reviewed in an amendment of the GSA Regulation that the Commission has presented in 2009. Until the adoption of such amendment, the GSA's mission is considered to be shaped by the GSA's role defined in the GNSS Regulation.

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<sup>1</sup> ESA shall also act as design authority for the European GNSS programmes. See Commission Decision C(2008)8371 of 12 December 2008 adopting the 2008 Work Programme of the European satellite radio-navigation programmes (EGNOS and Galileo) and Commission Decision C(2008)8378 of 12 December 2008 adopting the Strategic Framework of the GNSS Programmes.

<sup>2</sup> Article 6(b) GSA Regulation.

<sup>3</sup> Doc GSA-AB-0903-19-05.

<sup>4</sup> Approved by the European GNSS Programmes Committee in September 2008.

<sup>5</sup> Approved by the European GNSS Programmes Committee in February 2009.

<sup>6</sup> "Commission guidelines to the European GNSS Supervisory Authority," C(2009)1153 final, 25 February 2009.





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As regards the tasks of the GSA in the GNSS Regulation, Article 16 thereof provides the following:

"Subject to the provisions of Article 12 [GNSS Regulation] and the respect of the Commission's role as manager of the programmes, the [GSA] shall accomplish the following tasks within the programmes in accordance with guidelines to be issued by the Commission:

- (a) with regard to the security of the programmes, and without prejudice to Articles 13 and 14 [GNSS Regulation], it shall ensure:
  - (i) security accreditation; to that effect it shall initiate and monitor the implementation of security procedures and perform system security audits;
  - (ii) the operation of the Galileo security centre, implemented in accordance with decisions taken pursuant to Article 13 [GNSS Regulation] and the instructions provided under Joint Action 2004/552/CFSP;
- (b) it shall contribute to the preparation of the commercialisation of the systems, including the necessary market analysis;
- (c) it shall also accomplish other tasks that may be entrusted to it by the Commission, in accordance with Article 54(2)(b) of the Financial Regulation, addressing specific issues linked to the programmes, such as:
  - (i) promoting applications and services in the satellite navigation market;
  - (ii) ensuring that the components of the systems are certified by the appropriate, duly authorised, certification bodies."

## 4 LONG-TERM VISION AND STRATEGIC OBJECTIVES

The vision and strategy that constitute the background of the Work Programme 2010 are based on the Commission's European GNSS Strategic Framework and the GSA's experience of the programmes and knowledge of the Council, European Parliament and Commission forward-looking positions.

### Vision

- Satellite radio-navigation applications will affect and profoundly alter the mobility and security of people and goods.
- The foreseeable integration of a reasonably accurate positioning device into every mobile telephone will make possible a fundamental transformation of the ways society deals with the dimensions of time and space.



## Work Programme for 2010

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- Europe's initiative to build up a new generation of global navigation satellite systems will lay the foundations for new high-tech industry development, job creation and overall economic growth.
- Galileo has every possibility of becoming a universal system driven by Europe.
- The GSA will contribute to the EU reaping the benefits of EGNOS and Galileo through the preparation and promotion of the services and through initiatives aiming at the development of new applications.
- The GSA will contribute to the overall security of the systems through the accreditation of the system's elements and the management of the security monitoring centre.

### Strategic objectives

The Work Programme 2010 has been designed to reflect the activities that need to be carried out in 2010 towards the achievement of the following main strategic objectives:<sup>7</sup>

- ensure that all prerequisites for secure systems operation are in place in time to protect the Galileo assets and to guarantee the confidentiality,<sup>8</sup> integrity and availability of the provided services;
- ensure, through the implementation of an accreditation process, the suitable mitigation of the risks affecting the security of the Galileo system and the lowering of the residual vulnerabilities;
- ensure that all prerequisites for an efficient operation and extensive utilisation of the systems are in place in time for the exploitation phase;
- create deep knowledge and understanding of the GNSS market to stimulate the successful market uptake, especially of the applications with high potential for economic, social and public benefit; and
- foster the services of the European GNSS systems, with focus on EGNOS as forerunner of Galileo.

## **5 MAIN ASSUMPTIONS OF THE WORK PROGRAMME 2010**

The Work Programme 2010 has been drafted on the basis of the following main assumptions<sup>9</sup>:

### **Galileo:**

- IOV will continue in 2010 (at least one satellite launch in 2010).

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<sup>7</sup> The strategic objectives are mid/long-term objectives aiming at the full operational capability and exploitation of the European GNSS.

<sup>8</sup> "Confidentiality" in the present context means the need to protect against unwarranted disclosure of information associated to the service.

<sup>9</sup> These assumptions reflect the current understanding of the GSA.



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- The procurement contracts for the deployment of satellite and rockets and for system integration will be concluded in 2009 (at least segment prime contracts).
- Initial services, including the open service, will be provided as of 2013.
- Studies and analyses with regard to the structuring of the operational and exploitation phase will start in 2009, aiming at preliminary conclusions in early 2010.
- The validation of the Galileo IOV system security design will be completed in 2010, in time for the preparation of the authorization to launch the first IOV satellites.
- The hosting of the GSMC will be decided in 2010, in order to ensure the availability of the centre in time for initial system operations in 2011.
- The PRS Pilot Project priorities will be implemented as of 2010.

### **EGNOS:**

- The EGNOS exploitation phase will start in 2009.
- The certification process for civil aviation will be concluded in mid-2010 (i.e., system and service provider certification, security accreditation).
- EGNOS will be ready for service for civil aviation in 2010.
- There will be a boost of promotional activities in the first quarter of 2010.

### **FP7:**

- The FP7 3<sup>rd</sup> call will be published in 2011, with a budget of €38 million.

## **6 PRIORITIES IN 2010**

### Security accreditation

- Accreditation of the IOV elements and participation at Galileo procurement reviews on accreditation-related matters.

### PRS User Segment

- Preparation of the critical elements of the PRS user segment so that PRS can be used as soon as Galileo is operational.

### GSMC

- Preparation of the hosting facilities for the GSMC.

### Contribution to the preparation of the commercialisation of the systems



## Work Programme for 2010

- Promotion of EGNOS and preparation of the necessary service elements for EDAS and for the most promising user communities.
- Support to the Commission on preparing the Galileo exploitation phase.

### FP7 of research and development on GNSS

- Launch of the FP7 3<sup>rd</sup> call and management of the portfolio of projects from the 1<sup>st</sup> and 2<sup>nd</sup> calls.

## **7 OUTLINE OF THE WORK PROGRAMME 2010**

The following section provides a description of the activities the GSA expects to perform in 2010 under the control of the Administrative Board and in accordance with the guidelines of the Commission. An overview of the major milestones of the GSA's activities until FOC is presented in **Annex 2**. The Work Programme 2010 shall be read under such mid-term perspective.

The Work Programme 2010 is based on the resources that the GSA expects to have in 2010, as presented in the Budget and Establishment Plan 2010<sup>10</sup> submitted to the Administrative Board together with this Work Programme. If the expected resources fail to materialise and/or the specific guidelines issued by the Commission entail significant increases of effort, the extent and priorities of the Work Programme 2010 will have to be adjusted accordingly.

### **7.1 Security**

In 2010, the main systems security activities for the GSA will be related to: i) security accreditation; ii) GNSS security requirements; iii) EGNOS safety certification; iv) PRS user segment; v) GSMC; vi) European GNSS technology control regime; and vii) GNSS Security Board and associated working groups.

#### **7.1.1 Systems security**

##### **7.1.1.1 Galileo security accreditation**

The GSA established the GSAP in 2008 to support the GSA on all technical and operational activities required for the accreditation of the systems. The GSA chairs the GSAP and provides secretarial and technical support to it. In 2010, the accreditation activities will focus on site accreditation, system accreditation and component accreditation.

<sup>10</sup> GSA-AB-09-03-19-07 rev.1.

## Work Programme for 2010

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### **Main tasks in 2010**

- Coordinating the work of the GSAP;
- Participation at the Galileo procurement reviews on accreditation-related matters;
- Review of the technical documents needed for Galileo security accreditation at system, segment and element level;
- Assessment of the security of the system design and system deployment and associated risks and production of the respective accreditation reports;
- Conduct site security accreditation inspections; and
- Participation at and analysis of results of security audit (statements of compliance) at system, site and component level.

#### **7.1.1.2 GNSS security requirements**

The technical support for the evolution of the Galileo SSRS will have to be maintained in 2010 for the preparation of the IOV accreditation and for the Galileo FOC through the procurement contracts. This task includes the maintenance of a DOORS database, providing support for the update of the GNSS security policies, the establishment of any relevant EGNOS security-related requirements and the update of specific security documentation.

### **Main tasks in 2010**

- Maintenance of the SSRS DOORS database for security accreditation purposes;
- Support in updating the Galileo SSRS from version 3.7 to the official one that will serve as final reference for the FOC phase, and associated DCNs;
- Support in updating the GNSS (Galileo and EGNOS) security policies, threats and vulnerabilities analysis and risk assessment;
- Support in establishing any relevant EGNOS security-related requirements; and
- Support in updating specific system security documentation<sup>11</sup>.

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<sup>11</sup> Set of directives, regulations and standards that are required to be followed by law or otherwise enforced through regulations

## Work Programme for 2010

**7.1.2 PRS user segment**

The deployment of Galileo has now started and the PRS should enter into operations as of the end of 2013. The first PRS signal in space broadcast is expected to be available for validation and testing purposes mid-2011. The PRS user segment must be prepared in parallel with the Galileo infrastructure deployment so that PRS can be used as soon as Galileo is operational.

To that aim, in 2008, the concept of the PRS Pilot Project was launched, targeted at the validation of PRS operational and users' functions and to the acceleration of preparatory activities in Member States. The overall objective of the PRS Pilot Project could be, if the Commission approves its go-ahead, to perform, in a single framework, an optimized (significant scale) pre-operational validation of the PRS users' functions, including testing of the overall PRS security framework.

The Commission asked the GSA to launch in 2009 a PRS Pilot Project definition phase in order to prepare the possible launch of its implementation in 2009-2010.

This pre-operational validation is essential as the PRS environment is more complex than that of the other services: in addition to the deployment of a service with particular technical features and performances, a security framework has to be put in place, which affects not only the infrastructure architecture but also the Member States as future users.

The GSA expects to launch the first implementation activities of the PRS Pilot Project in 2010 and, on the basis of the first results, to prepare initial proposals for improving the use of the PRS service.

Furthermore, considering that a large part of the PRS receivers will be in the proximity of a communication facility, there is a need to evaluate the impact that a communication channel could have in terms of both control of PRS access and PRS navigation performance. This is an area that the GSA intends to start researching in 2010, if possible.

**Main tasks in 2010**

- Launch of the first phase of implementation of the PRS Pilot Project, based on the preliminary development plan and initial cost estimates prepared in 2009 and submitted to the Commission;
- Assessment, in the frame of the PRS Pilot Project, of the match between the PRS technical design and the operational requirements, and identification of tools (including a global PRS data model) that may need to be developed to support PRS implementation in Member States;
- Definition of the PRS receivers communication channel (phase A study);
- Support to the Member States in the promotion of the PRS; and
- Update of PRS T&V with support to the CSC-GNSS.



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### 7.1.3 GSMC

The GSMC will be the hub of European GNSS security. The GSMC will ensure that sensitive information relating to the use of PRS is suitably managed and protected. The GSMC will also allow the GSA to continuously monitor the security-related status and performance of the elements of EGNOS and Galileo and of the operation of the PRS.

The equipment for the GSMC, the part of the GSC dedicated to Galileo, will be procured as part of the Galileo FOC.

The GSA was requested by the programme manager to ensure that the GSMC will be ready for operations as from 2011.

The GSMC's mission is:

- ✓ European GNSS security and status monitoring (for FOC, Galileo only);
- ✓ Command and control of European GNSS in accordance with the Joint Action;
- ✓ Management of PRS access; and
- ✓ Provision of PRS and GNSS security expertise and analyses on request.

#### **Main tasks in 2010**

- Preparation of the hosting facilities for the GSMC;
- Consolidation of a GSMC development plan;
- Preparation of the GSMC initial operation; and
- Follow-up of GSMC technical definition and procurement undertaken by ESA.

### 7.1.4 European GNSS technology control regime

In 2009, the GSA drafted a discussion paper, which will support the definition of the objectives of a European GNSS technology control regime. The GSA expects to continue providing this support in 2010 and to start looking at various elements of the implementation of the regime, such as the definition of tools and methods that can be used to ensure compliance with the regime.





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### **Main tasks in 2010**

- Support in the update and validation of the European GNSS technology control regime objectives and requirements;
- Identification of the tools and methods that can be used to actually enforce the European GNSS technology control regime; and
- Support, including to the Member States, for the initial implementation of the European GNSS technology control regime.

### **7.1.5 GNSS Security Board and associated working groups**

The GSB was replaced by the GNSS Security Board and its two working groups and three task forces. The 3SC will continue its operations until the entry into force of the regulation amending the GSA Regulation. The GSA will continue to provide support to all these bodies, particularly in the areas set out in the earlier paragraphs.

### **Main tasks in 2010**

- Technical, secretary and logistical support to the GNSS Security Board, working groups and task forces;
- Coordination and support in the updating of the GNSS Security Board documentation; and
- Generation and distribution of Chiasmus keys needed by European GNSS PSI participants.

## **7.2 Market Development**

In 2010, the Commission will present its proposals for the post-2013 operations of the GNSS systems. The GSA's activities in the domain of market development will build on this proposal. The GSA's activities will contribute to, and will be aligned with, the Application Action Plan, to be issued by the Commission and adopted early 2010.

### **7.2.1 Contribution to the preparation of the commercialisation of the systems**

Important benefits of the European GNSS programmes will come from the market place, as underlined by the Commission in its communication to the Council and European Parliament.<sup>13</sup>

<sup>13</sup> COM(2007) 534 final, 19 September 2007.





## Work Programme for 2010

Following the entry into force of the GNSS Regulation, the GSA has been assigned the task of contributing to the market take-up of the GNSS systems in order to reap the maximum benefit from the systems. This task, as defined by the Commission guidelines, can be grouped in three main axes of activity:

- Promoting the exploitation and commercialisation of the services, starting with EGNOS;
- understanding of the potential and main trends of the GNSS market, i.e. the assessment of the environment in which satellite navigation applications can develop, including downstream markets, the assessment of the various options to improve the dynamics of the market (such as market observatory, providing information and assistance tools for potential users, promoting industry and user fora), and making suitable recommendations to the Commission; and
- contributing to the development of the market with actions to encourage the take-up of European GNSS services, leveraging on FP7 application projects with a particular focus on supporting SMEs and promotional initiatives.

### 7.2.2 EGNOS marketing

The first axis aims at the early adoption of EGNOS in market segments identified as having the greatest short/mid-term potential.

In 2009, the GSA proposed to the Commission an EGNOS market entry strategy targeting three market segments that were selected on the basis of the respective potential of economic benefits and maturity: aviation which will remain the top priority, followed by road and high precision applications.

The Commission has requested the GSA to continue, in 2010, to carry out priority actions derived from the aforementioned strategy as a contribution to its "Application Action Plan," including: developing and presenting cost-benefit analyses, building market awareness, informing decision makers, disseminating trial results, co-marketing with players in the value chain, and supporting promotional activities.

Furthermore, with EGNOS expected to be fully operational and certified for civil aviation, the EGNOS promotional activities should be stepped up in 2010, following first initiatives addressed to potential early adopters of the open signal in 2009. The promotion of EGNOS will require extensive contributions to the work coordinated by the Commission with Member States, user communities and all agents of the value chain.

One of the most important pillars of this strategy will be EGNOS' entry in the air navigation market. Under the aegis of the Commission, the GSA will contribute to the promotion of adoption schemes for aviation via initiatives targeted at airlines and airports, leveraging on FP7 2<sup>nd</sup> call projects.

In order to accelerate the use of EGNOS, the promotion of the system and its services will focus on the development of a convincing value proposition. This activity will leverage on demonstrations of features, differentiators and benefits, including through real-scale and cross-border trials when appropriate (namely, within the scope of FP7).



## Work Programme for 2010

The beta test of the EDAS, started at the beginning of 2009, is the first proxy of a European GNSS commercial service. It will run into 2010 and is expected to provide important information regarding demand (e.g. customer profile and benefits, market potential) and suitability of the current mode of access to service data. This information will allow the GSA to evaluate the economic potential, design the service model and prepare the eventual commercialisation of the service. The experience acquired with EDAS will also be a highly valuable asset for the definition of the Galileo Commercial Service.

On request of the Commission, the GSA is implementing an EGNOS Applications Development portal, aggregating information of special interest for investors and developers of new applications and for potential users in general. The GSA expects to continue giving special attention to the improvement of this portal.

The extension of the EGNOS coverage to the MEDA region is expected to be substantially undertaken in 2010, with the conclusion of the MEDA I project.

Finally, the GSA will contribute to the communication to the market of the operational status of EGNOS, including through the development of specific instruments aimed at raising EGNOS awareness in target segments and effectively communicating EGNOS value proposition.

### **Main tasks in 2010**

- Carry on the actions derived from the EGNOS market entry strategy;
- Promotion of the utilisation of the EGNOS open signal and safety-of-life service;
- Analysis of the results of the EDAS beta test and development of the EDAS service model;
- Contribution to EGNOS marketing communication initiatives;
- Continuing improvement of the EGNOS Applications Development portal;
- Analysis of other market segments with promising prospects of EGNOS utilisation; and
- Conclusion of the MEDA I.

### **7.2.3 Market monitoring**

The second axis is about improving the knowledge of the market. The Market Monitoring and Forecasting model developed in 2009 will be a key tool for this activity. It will provide a structure for the market research data and will allow market analyses and forecasts that will enable a better understanding of the GNSS market and of the overall public benefit created by the systems. By January 2010, an agreement will be concluded between the Commission and the GSA on the modalities under which the GSA will support the market monitoring needs of the Commission.



## Work Programme for 2010

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### **Main tasks in 2010**

- Validation, improvement and utilisation of the Market Monitoring and Forecasting model;
- Consolidation and structuring of the market research data for EGNOS and Galileo; and
- Responding to the market research data requests of the Commission.

### **7.2.4 Development of the Galileo market**

Finally, the third axis of market-related activities regards the stimulation of new applications of the European GNSS systems. This activity is key to ensuring the sustainability of the systems and to giving an edge to the European industry in the global satellite-navigation market. The development of new applications will leverage on the FP7 funds, the management of which has been delegated to the GSA by the Commission.

Further to the new applications, the GSA will continue to closely follow up the development of the market, in general, and try to pre-empt (or at least reduce) market imperfections in line with the strategy and methodology developed in 2008 and 2009.

The GSA will increase its interactions with representative market agents (e.g. focus groups).

The GSA will also support the Commission in the context of the Galileo and ITS Action Plans.

### **Main tasks in 2010**

- Leveraging on FP7 projects and complementary interactions with industry and potential users to promote the development of new applications;
- Providing information and assistance to potential users and investors in new applications;
- Promoting industry and user fora in priority market segments; and
- Coordination with Member States' initiatives aiming at the promotion of satellite-navigation applications.



## Work Programme for 2010

### **7.3 Research and Development**

#### **7.3.1 FP7**

As outlined in the Commission's guidelines, FP7 projects on applications and security will be managed by the GSA according to the terms of the existing delegation under Article 54(b) of the Financial Regulation.

The supervision of the projects from the FP7 1<sup>st</sup> and 2<sup>nd</sup> calls will continue. By the end of 2009, 51 projects (applications and security) should be directly managed by the GSA.

Leveraging on the proven methodology, the experience and the initial results of the FP7 1<sup>st</sup> and 2<sup>nd</sup> call projects, the GSA will prepare the launch of the FP7 3<sup>rd</sup> call, on request of the Commission.

The handling of a new FP7 call (from the preparation of the publication to the signature of the grant agreements or contracts) consumes considerable resources and has to respect strict deadlines. This effort has to be closely coordinated with the management of the portfolio of on-going projects from previous calls, meaning that a peak in the FP7 workload will be reached in 2010.

##### **7.3.1.1 Applications development and promotional initiatives**

18 projects were launched in 2008 under the FP7 1<sup>st</sup> call and 29 will be launched under the FP7 2<sup>nd</sup> call starting from December 2009. Consequently, at the beginning of 2010, about 47 application projects will be running.

The work programme for the FP7 3<sup>rd</sup> call for proposals will be submitted to the Commission in 2010. It is expected that such work programme will be framed by the principles followed in the two previous calls: FP7-funded activities will, on the one hand, support a vertical market acceleration strategy and action plan to stimulate the most valuable or mature market segments and, on the other hand, will offer opportunities for breakthrough innovation independently from the area of application; a considerable part of the funds available will be dedicated to innovative applications, SME and international cooperation.

#### **Main tasks in 2010:**

- Management of 18 projects of the FP7 1<sup>st</sup> call and around 30 of the FP7 2<sup>nd</sup> call; and
- Launch of applications-related projects the FP7 3<sup>rd</sup> call (from preparation of the publication to the signature of grant agreements and contracts).

## Work Programme for 2010

**7.3.1.2 Support activities in the security domain**

A study on the preparation of the prototyping and manufacturing of PRS receivers (PROGRESS<sup>14</sup>), including the process of standardization, safety certification and security accreditation was launched under the FP7 1<sup>st</sup> call.

For the FP7 2<sup>nd</sup> call, the main contracts launched on security and PRS are: the demonstrator of anti-tampering technologies at receiver level (FORTRESS<sup>15</sup>); a PRS management simulation tool to support the PRS pre-operational phase (PROPHET<sup>16</sup>); and a study on interference and jamming detection and mitigation to support the validation of requirements at system and user segment levels (PROTECTOR<sup>17</sup>).

The definition of the security-related projects under the FP7 3<sup>rd</sup> call will be finalised in the beginning of 2010.

**Main tasks in 2010**

- Management of FP7 1<sup>st</sup> call and FP7 2<sup>nd</sup> call projects; and
- Launch of security-related projects under FP7 3<sup>rd</sup> call (from preparation of the publication to the signature of grant agreements and contracts).

**7.3.2 GKMF**

The virtual library known as GKMF was open to limited public access through the Internet in January 2009. In 2010, the two years of production will have provided enough experience and a review of its functionality and an upgrade of the capacity will most probably be necessary.

All the information on the systems and results of the R&D projects will continue to be uploaded, structured and made available through secured access, according to the privileges assigned to users. Other information will be added, in order to cover the widest possible range of relevant activities. In addition, information from the virtual library that is publicly accessible will be made available through GNSS-related web portals.

**Main tasks in 2010**

- Upload of new information on the systems and results of the R&D projects; and
- Improvement and upgrade of the GKMF platform.

<sup>14</sup> PROgramme for Governmental Receivers Specification and Standardization.

<sup>15</sup> FORge of Tamper-RESistant Security module.

<sup>16</sup> PROPHET: PRS Operations Performance Handy Evaluation Tool.

<sup>17</sup> PROTECTOR: PRS Operational Tool to Evaluate and Counteract Threats Originating from Radio-sources.

## Work Programme for 2010

**7.3.3 International cooperation**

The GSA will provide support in the implementation of the Galileo international strategy. In particular it will manage FP7 projects supporting international cooperation in line with the objectives set by the Commission for that matter.

The GSA will continue to manage projects within the programmes of scientific and technical cooperation with NRSCC (China) and MATIMOP (Israel), where such projects are related to the development of Galileo applications and the user segment. The technology-related projects within these programmes and the international agreements and implementing conventions with these two countries will be managed by the Commission.

On request of the Commission, the GSA will continue to coordinate the activities of the Galileo Information Centres in China and Latin America, pursuing the effort initiated in 2008 to maintain the local visibility of the centres, streamline their activities in line with the Galileo international strategy and leverage on cross synergies.

Finally, the GSA will remain responsible for concluding the implementation of the MEDA project under MEDA I, in accordance with the delegation agreement received from the Commission (DG AIDCO), and in line with the strategy for international cooperation in GNSS designed by the Commission. The MEDA II activities will be transferred back to the Commission.

**Main tasks in 2010**

- Continuation of the scientific and technical cooperation with NRSCC (China) and MATIMOP (Israel) in market development-related domains; and
- Supervision of the Information Centres' activities in China and Latin America.

**7.4 General Administration**

A substantial part of the GSA resources and efforts will continue to be invested in financial, legal and human resources tasks that underpin the core activities related to the security and commercialisation of the European GNSS services, the proper functioning of the GSA as a Community agency with legal personality and the work of the Administrative Board.

Efficiency gains will continue to be pursued in 2010, focusing in particular on information systems and process design: roll-out of the HR information system; and development and deployment of the activity-based costing system, which will be provided by the Commission DG Budget.



ADOPTED  
by the GSA Administrative Board

GSA AB 09-03-19-05 rev.2

## Work Programme for 2010

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### List of Annexes

Annex 1: Commission guidelines to the GSA (C(2009) 1153 final)

Annex 2: Major milestones of the GSA activities until FOC

A handwritten signature in black ink, appearing to read 'Per Tegner'.

PER TEGNER

CHAIRMAN OF THE ADMINISTRATIVE BOARD

30 NOV. 2009

ADOPTED  
by the GSA Administrative Board



COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 25.2.2009  
C(2009) 1153 final

**ANNEX**

**Commission guidelines to the European GNSS Supervisory Authority**

**EN**

**EN**



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## 1. INTRODUCTION

The GNSS Regulation which entered into force on 25 July 2008<sup>1</sup> created a legal framework for the EU satellite navigation programmes EGNOS and Galileo, as well as budgetary stability. The Regulation has also recast the division of competences between the various actors involved, including the European GNSS Supervisory Authority.

In accordance with the GNSS Regulation the European Parliament and Council are the ultimate political decision-making bodies for the programmes, in particular for the overall programme objectives and definition of services to be provided by EGNOS and Galileo and for the decisions on the subsequent phases of the programmes.

For its part, the European Commission is responsible for the overall management of the programmes including for the management of the funds allocated to the programmes (Article 12(2) of the GNSS Regulation). The Commission exercises responsibility for the implementation of Galileo and EGNOS and controls the mission and system definitions as well as the system implementation, including system security, of EGNOS and Galileo. This includes coordinating stakeholder requirements, the prevention of duplication of tasks and establishing appropriate risk management mechanisms. It designates a Programme Manager with operational responsibility for the implementation of the Galileo and EGNOS programmes as well as the necessary technical and management personnel who ensure all appropriate interfaces with the GSA.

The GNSS Regulation also addresses the role of the European GNSS Supervisory Authority (GSA) in the further implementation of the European GNSS Programmes, stating specifically in its article 16 that

*"...the Authority shall accomplish the following tasks within the programmes in accordance with guidelines issued by the Commission:*

*(a) with regard to the security of the programmes, it shall ensure:*

*(i) security accreditation; to that effect it shall initiate and monitor the implementation of security procedures and perform system security audits;*

*(ii) the operation of the Galileo security centre, implemented in accordance with decisions taken pursuant to Article 13 and the instructions provided under Joint Action 2004/552/CFSP;*

*(b) it shall contribute to the preparation of the commercialisation of the systems, including the necessary market analysis;*

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<sup>1</sup> Regulation (EC) No 683/2008 of the European Parliament and of the Council of 9 July 2008 on the further implementation of the European satellite navigation programmes (EGNOS and Galileo), OJ L 196, 24.7.2008, p. 1

*(c) it shall also accomplish other tasks that may be entrusted to it by the Commission, in accordance with Article 54(2)(b) of the Financial Regulation, addressing specific issues linked to the programmes, such as:*

- (i) promoting applications and services in the satellite navigation market;*
- (ii) ensuring that the components of the systems are certified by the appropriate, duly authorised, certification bodies".*

This document establishes the Commission's guidelines to the GSA referred to above. In doing so it follows the distinction of the three areas of work outlined above – security, commercialisation and "other tasks", providing targets and methodological guidance in each of these areas.

The actual tasks to be performed by the GSA will be defined in detail by the work programme of the GSA, according to Article 11 of the GSA Regulation.<sup>2</sup>

In conformity with the principle of a strict division of responsibilities and in order to avoid duplication of tasks as highlighted by Article 12.1 and 12.2 of the GNSS Regulation, and taking into account the institutional framework, the present document also provides guidelines for the interaction between the Commission and the GSA.

Revisions to this document are delegated to the Director-General of DG TREN.

## **2. THE GSA'S CORE TASKS**

As described above, the GNSS Regulation assigns specific tasks to the GSA, referred to as core tasks here, but also leaves the possibility of further tasks being conferred to the GSA by the Commission. This chapter lists the tasks attributed to the GSA by the GNSS Regulation itself, notably paragraphs (a) and (b) of article 16. These tasks are to be carried out by the GSA on the basis of its own, available resources.

### **2.1. Security Accreditation**

#### **2.1.1. Scope and objectives**

The European GNSS Supervisory Authority ensures security accreditation of the systems. To this effect, the GSA engages and supervises the implementation of security procedures and performs security audits of the European GNSS systems.

#### **2.1.2. Galileo security accreditation**

- (1) The final accreditation frame will be defined by the foreseen Regulation amending Regulation 1321/2004 which will align the latter on Regulation 683/2008.

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<sup>2</sup> Council Regulation (EC) No 1321/2004 on the establishment of structures for the management of the European satellite radio-navigation programmes, OJ L 246, p. 1

- (2) Until entry into force of the new frame, and without prejudice to effects of the foreseen Regulation amending Regulation 1321:
- (3) The GSA shall be responsible for managing the process of security accreditation.
- (4) The GSA shall detail the schedule of activities and deliverables, including a security accreditation implementation plan, in its annual work programme.
- (5) As decided by the GSA Administrative Board, the GSA provides the appropriate management and technical support to ensure that the Galileo Security Accreditation Panel (GSAP) addresses the associated issues.

The GSAP is key to coordinating the various partners at European and national level. It assists the GSA in undertaking the technical and operational activities needed for the validation of the security features of Galileo in the frame of its accreditation.

- (6) The GSA shall submit all technical reviews and their outcomes in the form of accreditation reports to the GSAP, for their analysis and final approval.

## **2.2. Operations of the GSMC**

### **2.2.1. Scope and objectives**

The European GNSS Supervisory Authority operates the European GNSS Security Monitoring Centre (GSMC).

### **2.2.2. The European GNSS Security Monitoring Centre (GSMC)**

- (1) The GSA shall assist the Commission in preparing the operations of the GSMC. It will notably be involved, at the request of the Commission Programme Manager, in aspects of the definition, development and deployment of the GSMC. The GSA shall provide a draft, detailed GSMC development plan and, if confirmed by the Commission Programme Manager, prepare and procure a GSMC site and deploy the GSMC interfaces with the Member States and the Council, in close co-ordination with the former. Furthermore, the GSA will be provided by the Commission's Programme Manager copies of all interim and final deliverables of the GSMC. The GSA finally operates the GSMC interfaces between the GSMC and the Member States, Council and other relevant bodies, in close coordination with the Commission's Programme Manager. This activity will need to take into account a future decision on the location of the GSMC as well as the development and deployment planning stemming from the FOC contracts.

In terms of scheduling, the GSA is expected to be ready to assist the Commission in the development of the GSMC and plan its operational responsibility. Handover of the operations of the GSMC to the GSA should occur in 2011. Full operational status of the GSMC is expected in 2012.

- (2) The GSA shall ensure that the GSMC establishes and maintains a database of all PRS Users and receivers duly authorised and that it will undertake the distribution of the keys needed for access to the service for all of them,
- (3) The GSA shall ensure that the GSMC is operated in full compliance with the PRS access policy, with the security instructions and with any relevant concept of operations.

## **2.3. Contribution to the preparation of the commercialisation of the systems**

### **2.3.1. Recommendations for the exploitation phase**

The GNSS Regulation requires the Commission to submit to the European Parliament and the Council in 2010 a proposal for the exploitation phase of the GNSS programmes, addressing public ownership of the system, possible revenue-sharing mechanisms and pricing policies.

- (1) At the request of, and in full coordination with, the Commission Programme Manager, the GSA shall help carry out the analyses on which the Commission will base its proposals for the exploitation phase of the GNSS Programmes. It shall notably:
  - provide recommendations and carry out actions regarding the development of markets and in order to promote the exploitation and commercialisation of EGNOS and Galileo.
  - contribute to establishing relevant policies for, and in, the application sector (e.g. IPR, liability regimes).

### **2.3.2. Encouraging market take-up**

The development of satellite navigation application with high potential for economic, social and public benefit should be one of the priorities of the market development activities.

- (1) The GSA, in coordination with the Commission services in charge of GNSS applications at the European Commission, shall assess the environment in which satellite navigation applications can develop, including the commercial market, and propose strategies and undertake actions to encourage the take-up of GNSS services, leveraging FP7 application projects. A particular focus should be on supporting small and medium-sized enterprises and market initiatives.

To achieve this, the GSA shall assess the various options (such as market observatory, providing information and assistance tools for potential users, promoting industry and user fora) and make suitable recommendations to the Commission.

- (2) The GSA shall give advice on the requirements of SMEs in terms of innovative financial tools and of clustering and on educational programmes on satellite navigation.



### **3. OTHER TASKS ENTRUSTED TO THE GSA**

This chapter outlines the activities falling under Article 16(e) of the GNSS Regulation, i.e. entrusted to the GSA on initiative of the Commission. Several activities are already entrusted to the GSA by Delegation Agreement C/2007/6439 of 12/12/2007 from the Commission.

The activities described below require the conclusion of Delegation Agreement(s) between the Commission and the GSA, in accordance with Article 54(2)(b) of the Financial Regulation, covering also the transfer of budget (FP7, MEDA and others).

The activities to be delegated to the GSA will be detailed further in the respective Delegation Agreement(s) and are therefore only broadly outlined here, in order to provide a complete picture of the GSA's potential mandate for action.

The GSA might be charged with implementing these activities, including making project proposals to the Commission's Programme Manager, organising the evaluation of project proposals and preparing the selection of retained projects, concluding the contracts and managing their technical, contractual and administrative follow-up and providing for regular reporting to the Commission of relevant project results. The GSA shall closely coordinate these activities with the Commission's Programme Manager.

#### **3.1. Applications development and promotion**

The objective of these activities is to foster the use of positioning and navigation applications in the foreseen GNSS mass-market applications and to place EU industries, with Galileo and EGNOS, at the forefront in order to capture part of the growing worldwide satellite navigation market.

This will be achieved by encouraging research and development activities taking up end user requirements for the whole range of Open Service, Safety of Life (e.g. authentication, simplified use of integrity information) and commercial service applications of EGNOS and Galileo, in line with the Commission GNSS strategies and action plans for application development and international cooperation.

#### **3.2. Support activities in the security domain**

Further work is needed on certain aspects of the GNSS security policy. Specifically, this concerns application development in key technologies required for the PRS user segment, further research and development into security certification and specific security accreditation issues, such as related to PRS receivers and technology accreditation mechanisms.

Preparatory work needs to be undertaken on the Galileo Security Monitoring Centre, including on the preparation and implementation of the PRS Access Policy and its operational management, as well as issues related to export control.

Further research and development must also be undertaken to ensure compliance of the GNSS services with security requirements of safety critical applications in land transportation, marine navigation and civil aviation.

#### **4. GENERAL PRINCIPLES OF COOPERATION BETWEEN THE COMMISSION AND THE GSA**

The success of the European GNSS programmes requires a joint effort of the actors concerned. Close cooperation and coordination and good communication are basic prerequisites for effective programme management.

##### **4.1. Management coordination**

The Director in charge of GNSS at DG TREN and the Executive Director will meet regularly for an exchange of views on the overall strategic

##### **4.2. Contact points**

To ensure appropriate, stable and timely communications, contacts points will be nominated in the Commission services and the GSA who will be responsible for the exchange of information in their respective fields of activity. These contact points will ensure that the respective teams in the two organisations work jointly towards the implementation of the GNSS Programmes whilst maintaining their respective areas of competence and responsibility.

The Commission contact point for general relations with the GSA, given his overall coordination role within the Commission, should be kept informed and put in copy on all GSA communication with other Commission services.

##### **4.3. Reporting**

###### **4.3.1. Reports on staff and budget indicators**

Without prejudice to the reporting requirements formulated in the Delegation Agreement(s) signed between the Commission and the GSA, the Director in charge of GNSS at DG TREN requires quarterly reports on budgetary and financial execution from the GSA. The GSA shall endeavour to submit these reports by the end of the first week following the 31 March, 30 June, 30 September and 31 December.

###### **4.3.2. Task specific reports**

If the Director in charge of GNSS at DG TREN deems appropriate, he may request implementation reports on the specific activities of the GSA. In such a case, the scope and focus of the desired report will be outlined.

##### **4.4. Annual work programme of the European GNSS Supervisory Authority**

Before presenting a draft or revision of its work programme to its Administrative Board, the Director in charge of GNSS at DG TREN shall be consulted. For this purpose, he shall receive the draft at least two weeks before the submission deadline to the Administration Board to allow for substantive consultation and Commission internal coordination.

To ensure the final adoption of the GSA Work Programme before 30 November of each year as required by GSA Regulation, the draft that should form the basis of the

official Commission opinion on the work programme in line with Article 6 b) of the GSA Regulation should be sent to the Director in charge of GNSS at DG TREN by the end of August.

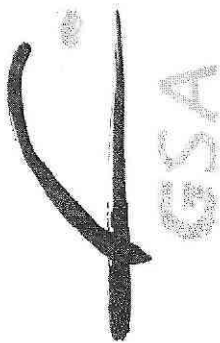
The two organisations should aim to achieve adoption of the Commission's opinion on the GSA's Work Programme in due time before its presentation to the GSA's Administrative Board.

#### **4.5. Preparation and attendance of GNSS Committee meetings**

Subject to the applicable rules of procedure, representatives of the GSA will participate as observers at the meetings of the European GNSS Programmes Committee, as well as other working groups of relevance to the GSA's activities. Participation should be at the appropriate level, namely its Executive Director, the managers of the GSA and the desk officers concerned by the agenda items to be discussed during the meeting of the Committee.

The GSA will be invited to contribute and comment on the documents to be delivered to the GNSS Committee which concern areas of activity of the GSA. On request of the Director in charge of GNSS at DG TREN, the GSA will provide contributions for Committee meetings, e.g. by giving presentations or providing written texts.



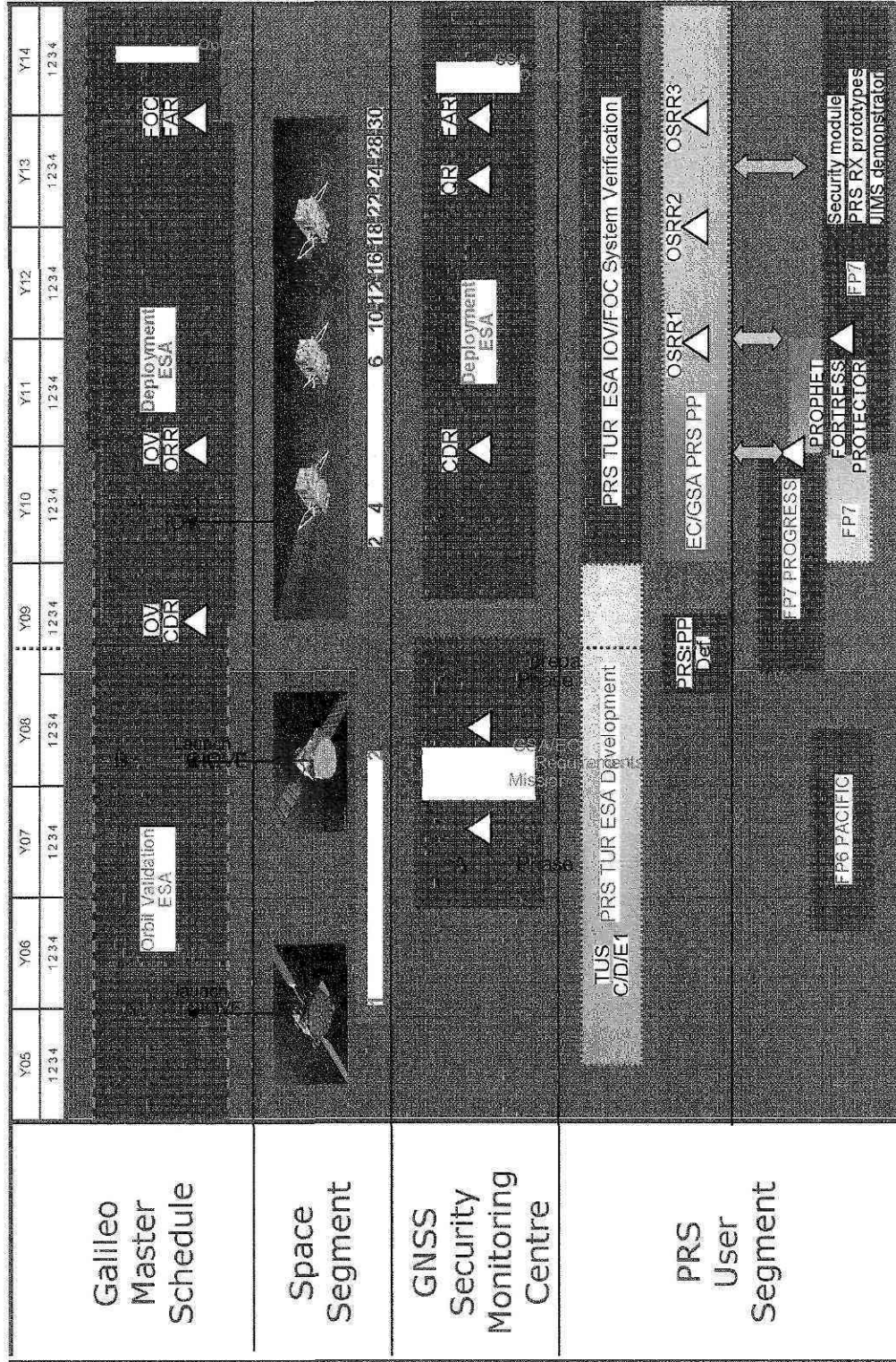


# Work Programme 2010

## Annex 2

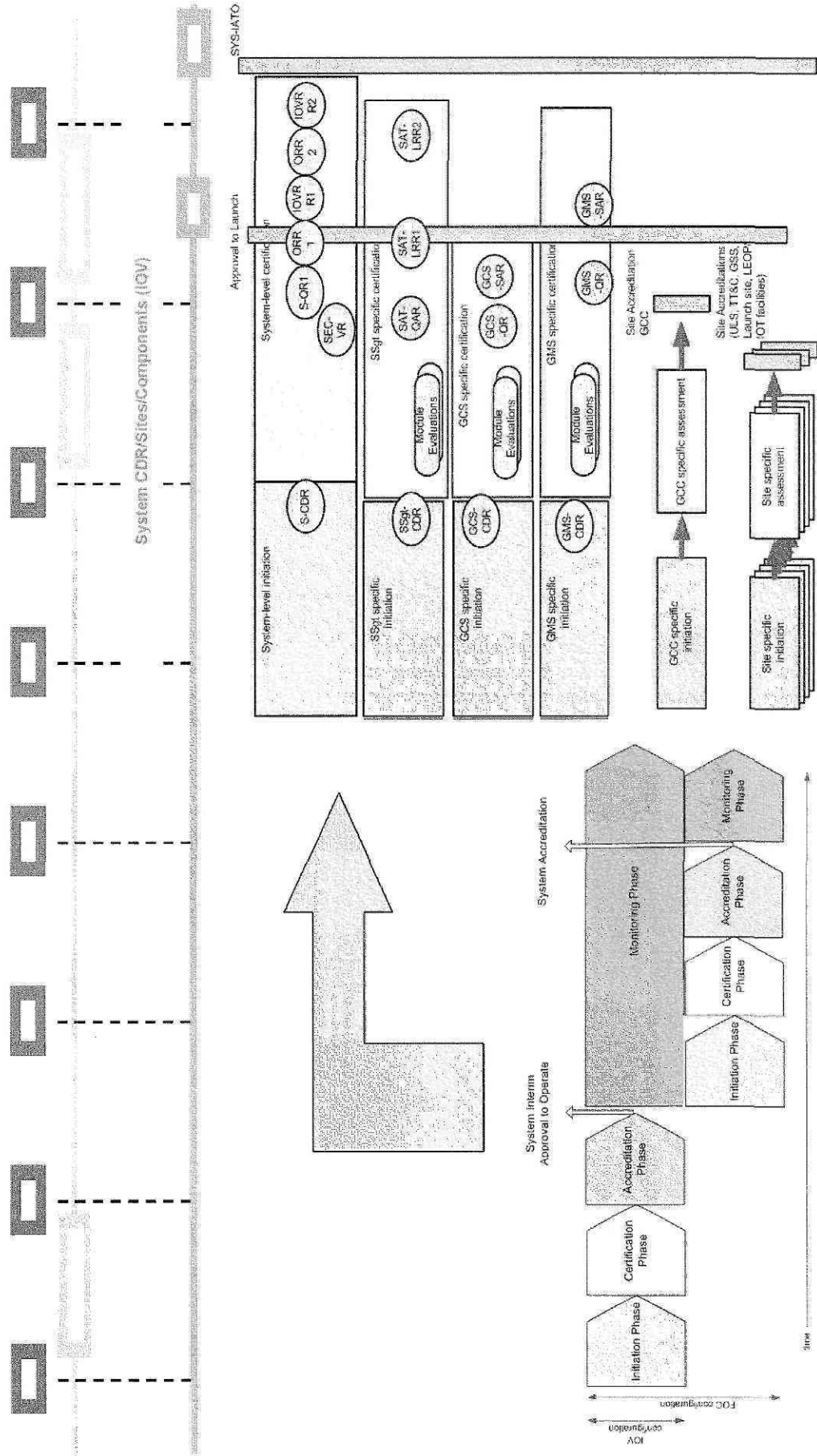
ADOPTED  
by the GSA Administrative Board

# Preparation of PRS use

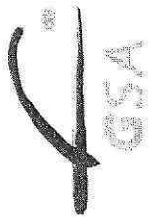




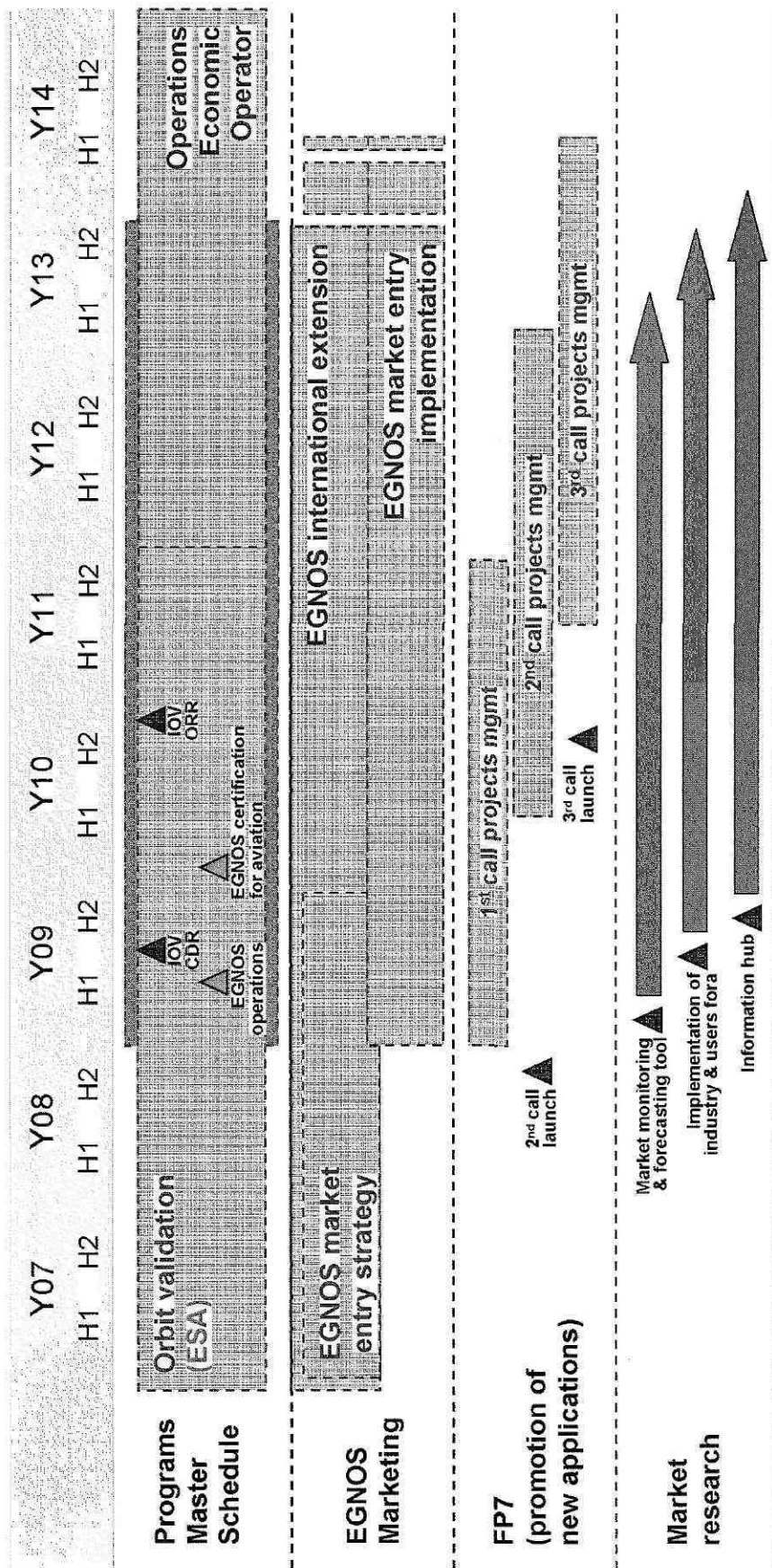
# Accreditation roadmap



ADOPTED  
by the GSA Administrative Board



# EGNOS and Galileo market preparation



## D'AUDIGIER Anne-Cécile (GSA)

---

**From:** D'AUDIGIER Anne-Cécile (GSA)  
**Sent:** mardi 1 décembre 2009 10:34  
**To:** AB Chairman - Per Tegner; Austria - Ingolf Schaedler; Belgium - Monique Wagner (Member); Bulgaria - Kamen Rangelov (Member); Cyprus - Themis Evriviades (Member); Czech Republic - Blanka Kosinova (Member); Denmark - Jorn Holdt (Member); Estonia - Andres Tint (Member); European Commission (Member) Fotis Karamitsos; Finland - Seppo Oorni (Member); France - Charles de Lauzun (Member); Germany - Sabine Dannelke (Member); Greece - George Patsiavos (Member); Hungary - Istvan Erenyi (Member); Ireland - Ethna Brogan (Member); Italy - Pietro Baratono (Member); Latvia - Jani Graudinu (Member); Lithuania - Valdas Kisonas (Member); Luxembourg - Carlo Simon (Member); Malta - Philip A Micallef (Member); Poland - Jacek Losik (Member); Portugal - Alfredo Anacleto Santos (Member); Romania - Dumitru Prunariu (Member email 1); Romania - Dumitru-Durin Prunariu (Member Email 2); Slovakia - Viliam Podhorsky (Member); Slovenia - Zlatko Podgorski (Member); Spain - Pablo Vasquez (Member); Sweden - Thorwald Larsson (Member); The Netherlands - Wim Ploeg (Member); UK - Ann Sta (Member and Deputy Chair)  
**Cc:** WIELAND Heike (GSA); Austria - Christian Gaisbauer (Alternate); Austria - Elisabeth Klaffenboeck (Alternate); Belgium - Agnes Grandjean (Alternate); Bulgaria - Daniela Pesheva (Alternate); Czech Republic - Vaclav Kobera (Alternate); Denmark - TRM Lene B Rasmussen; Estonia - Anti Moppel (Alternate); European Commission - Bernhard Schnittger; European Commission - Jacques Miart; European Commission - K Kavvada; European Commission - Lieve Bouckaert; European Commission - Paul Flament; European Commission - Philippe Hamet; European Commission - Pieter De Smet; European Commission Paul Verhoef (Alternate); European Commission - Zuzana Mazanova; France - Raymond Rosso; France - Raymond Rosso (Alternate); Germany - Matthias Schmoll (Alternate); Greece - Ms I Samprakou; Hungary - Elod Both (Alternate); Hungary - Zsolt Mihalyi (Alternate); Ireland - Una McDermott (Alternate); Italy - Alessandro Giordani (IT Council); Italy - Mario Caporale (alternate); Latvia - Elina.volkson (Alternate); Lithuania - Paulius Vaina (Alternate); Luxembourg - Anne Blau (Alternate); Luxembourg - Marc Serres (Alternate 2); Malta - Luisa Gauci Baluci (Alternate); Poland - Bogdan Rozycki (Alternate); Portugal - Francisco Naia Balaco (Alternate); Portugal - Frederico Serra (Alternate); Romania - Marius Iona Piso (Alternate); Slovakia - Jan Krak (Alternate); Slovenia - Simon Novak (Alternate); Spain - Alvaro Herrero Porteros (Alternate); Spain - Vicente Giner (alternate); UK - Stuart Colville  
**Subject:** GSA Work Programme 2010 adopted by written silence procedure  
**Attachments:** WP11 re Work Programme 2010.pdf; GSA-AB-09-03-19-05 rev.2--no TC.pdf; GSA-AB-09-03-19-05 rev.2\_WP2010\_Annex 1.pdf; GSA-AB-09-03-19-05 rev.2\_WP2010\_Annex 2.pdf

Dear Members of the Administrative Board,

Further to my email of 25 November 2009, I am pleased to inform you that the Work Programme for 2010 has been adopted yesterday.

My best wishes,

Anne-Cécile d'Audigier  
Secretary to the Administrative Board  
European GNSS Supervisory Authority (GSA)  
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**From:** D'AUDIGIER Anne-Cécile (GSA)  
**Sent:** Wednesday, November 25, 2009 9:59 AM  
**To:** AB Chairman - Per Tegner; Austria - Ingolf Schaedler; Belgium - Monique Wagner (Member); Bulgaria - Kamen Rangelov (Member); Cyprus - Themis Evriviades (Member); Czech Republic - Blanka Kosinova (Member); Denmark - Jorn Holdt (Member); Estonia - Andres Tint (Member); European Commission (Member) Fotis Karamitsos; Finland - Seppo Oorni (Member); France - Charles de Lauzun (Member); Germany - Sabine Dannelke (Member); Greece - George Patsiavos (Member); Hungary - Istvan Erenyi (Member); Ireland - Ethna Brogan (Member); Italy - Pietro Baraton (Member); Latvia - Jani Graudinu (Member); Lithuania - Valdas Kisonas (Member); Luxembourg - Carlo Simon (Member); Malta - Philip A Micallef (Member); Poland - Jacek Losik (Member); Portugal - Alfredo Anacleto Santos (Member); Romania - Dumitru Prunariu (Member email 1); Romania - Dumitru-Durin Prunariu (Member Email 2); Slovakia - Vajda Kristian (Member); Slovenia - Zlatko Podgorski (Member); Spain - Pablo Vasquez (Member); Sweden - Thorwald Larsson (Member); The Netherlands - Wim Ploeg (Member); UK - Ann Sta (Member and Deputy Chair)  
**Cc:** Austria - Christian Gaisbauer (Alternate); Austria - Elisabeth Klaffenboeck (Alternate); Belgium - Agnes Grandjean (Alternate); Bulgaria - Daniela Pesheva (Alternate); Czech Republic - Vaclav Kobera (Alternate); Denmark - TRM Lene B Rasmussen; Estonia - Anti Moppel (Alternate); European Commission - Bernhard Schnittger; European Commission - Jacques Miar; European Commission - K Kavvada; European Commission - Lieve Bouckaert; European Commission - Paul Flament; European Commission - Philippe Hamet; European Commission - Pieter De Smet; European Commission Paul Verhoef (Alternate); European Commission - Zuzana Mazanova; France - Raymond Rosso; France - Raymond Rosso (Alternate); Germany - Matthias Schmoll (Alternate); Greece - Ms I Samprakou; Hungary - Elod Both (Alternate); Hungary - Zsolt Mihalyi (Alternate); Ireland - Una McDermott (Alternate); Italy - Alessandro Giordani (IT Council); Italy - Mario Caporale (alternate); Latvia - Elina.volkson (Alternate); Lithuania - Paulius Vaina (Alternate); Luxembourg - Anne Blau (Alternate); Luxembourg - Marc Serres (Alternate 2); Malta - Luisa Gauci Baluci (Alternate); Poland - Bogdan Rozycki (Alternate); Portugal - Francisco Naia Balaco (Alternate); Portugal - Frederico Serra (Alternate); Romania - Marius Iona Piso (Alternate); Slovakia - Jan Krak (Alternate); Slovenia - Simon Novak (Alternate); Spain - Alvaro Herrero Porteros (Alternate); Spain - Vicente Giner (alternate); UK - Stuart Colville; ANTAL Rachelle (GSA); BUARD Sandrine (GSA); CALINI Gian Gherardo (GSA); CIESIELSKA Olga (GSA); CRABBE Dominique (GSA); CROP Olivier (GSA); D'AUDIGIER Anne-Cécile (GSA); GHUKASSIAN Tanja (GSA); GUERRERO SALAS Maria (GSA); GUILLAN Marie-Jo; KOMITSKI Ilian (GSA); MEUNIER Deborah (GSA); PEDREIRA Pedro (GSA); REAY Donna (GSA); RICHELLE Colette; STRUYF-KOSHOVA Tanya (GSA); WIELAND Heike (GSA)  
**Subject:** GSA Work Programme 2010 submitted for adoption by written silence procedure - DEADLINE 30 NOVEMBER 2009  
**Importance:** High

Dear Members of the Administrative Board,

Further to the 21st meeting of the Administrative Board held on 19 November 2009, please find the Work Programme 2010 revised for adoption by written silence procedure by noon on 30 November 2009.

#### Written Procedure No 11:



WP11 re Work  
Programme 2010.p..

#### Annex to Written Procedure No 11: Work Programme 2010 and its annexes



GSA-AB-09-03-19-0  
5 rev.2--no T...



GSA-AB-09-03-19-0  
5 rev.2\_WP201...



GSA-AB-09-03-19-0  
5 rev.2\_WP201...

My best wishes,

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