ARTES Competitiveness & Growth Full Proposal

Part 4

Management Proposal

Proposal title

Proposal Reference: reference number

Notes for the use of this template (to be removed from Full Proposal)

This document contains requirements gathered in annex. For convenience, they can be accessed via hyperlinks that are located at the beginning of the section they relate to. These requirements must be taken into account when completing the Proposal.

Material presented in this plain style must not be removed nor modified, unless stated otherwise by an explanatory note.

Parts highlighted in yellow may or may not need to be filled in, depending on the scope of the proposal (please refer to the related explanatory notes to determine if they apply or not). The table below provides a summary of optional sections depending on the different cases.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Space Segment | Ground Segment | Application | System | Confirmed Business case | SME support |
| Definition |  | |  |  |  | 1\*, 3, 4, 5\*, 11.1 |
| Technology |
| Product | 11.1 | 11.1 | 11.1 | 11.1 |
| Demonstration | 11.1, 11.2, 12 | 11.1, 11.2, 12 | 11.1, 11.2, 12 |

\*partially

Text in red font must be modified and/or completed by the Tenderer for the proposed activity (this supplementary information should be presented in plain typeface, i.e. not red, in the final version of the Full Proposal).

This style is used for explanatory notes and guidance to help you to develop the Full Proposal content. They should be removed from the final document before submission.

A single Management Proposal shall be included covering all Development Phases for which support is being requested under the ARTES C&G Call for Proposals.

Use of this Full Proposal Template is **mandatory**. The Tenderer shall not change the structure of this Full Proposal Template (i.e. the table of contents must remain unchanged) and adhere to its guidelines and requirements. However, the format and lay-out can be modified, e.g. to be in-line with the Tenderer’s corporate identity.

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# Entity Outline and Organisation

The following table is a summary of the Bidding Team, showing the number of employees, and the annual turnover for each consortium member.

**Entity information**

|  |  |  |
| --- | --- | --- |
| **Entity** | **Number of Employees** | **Annual Turnover** |
| Name of Tenderer | … | … |
| Name of Subcontractor 1 | … | … |
| Name of Subcontractor 2 | … | … |
| … | … | … |

*The following is optional for Proposals claiming SME support (ref. Letter of Invitation, section 2.3)*

Provide the following information for each member of the project consortium   
(e.g. in dedicated sub-sections per entity)

The organisational structure of entity name is shown in the figure below. The positions of the project’s key personnel are indicated in the figure.

Insert a organisational chart showing the positions occupied by each of the key personnel for the entity concerned

Include the following statement if applicable

Further information on the entity can be found in document reference (e.g. a standard entity presentation), which is attached to the proposal.

# Entity Capabilities

Provide the following information for each member of the project consortium

A presentation of entity name’s capabilities, expertise and products in the satellite telecommunication market, and in other relevant markets, is provided in document reference, a copy of which is attached to the proposal.

or

(delete the inapplicable paragraph)

A summary presentation of entity name’s capabilities, expertise and products in the satellite telecommunication market, and in other relevant markets, is provided in the paragraphs below. ……

# Relevant Experience of the Entity / Entities

*This section is optional for Proposals claiming SME support (ref. Letter of Invitation, section 2.3)*

The following table summarises the specific experience of each member of the project consortium that is relevant to the work to be performed.

**Experience relevant to the work to be performed**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Team Template** | **Year** | **Mission/ Project** | **Subsystem/ Unit** | **Work Performed** | **Relevance to the Proposed Work** |
| Name of Tenderer | … | … | … | … | … |
| … | … | … | … | … |
| Name of Subcontractor 1 | … | … | … | … | … |
| … | … | … | … | … |
| Name of Subcontractor 2 | … | … | … | … | … |
| … | … | … | … | … |

# Relevant Development Activities

This section is optional for Proposals claiming SME support (ref. Letter of Invitation, section 2.3)

This section refers to past, present or future activities that are not directly linked to the proposed development but may be of relevance (i.e. demonstrating similar technical expertise). Consequently, activities already listed in section 6 of Part 3A **must not** be listed here.

The members of the Bidding Team have no involvement, past, present or future, in other ESA, public or industrial activities that are relevant to the proposed activity.

or

(delete the inapplicable paragraph)

The following planned/running/completed development activities are considered relevant in the context of the work to be performed in the proposed activity.

**Relevant development activities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Funding Entity** | **Activity Title (Contract Number)** | **Started 1 (mm/yy)** | **Completed 1 (mm/yy)** | **Main Results and Lessons Learnt** |
| ESA | … | … | … | … |
| … | … | … | … | … |
| … | … | … | … | … |
| … | … | … | … | … |

1 Actual or anticipated dates.

# Project Team and Structure of Project Organisation

The project team is presented in the figure below, which identifies the roles of the project team members and the names of the individuals fulfilling those roles, as well as all the key persons.

Provide a similar diagram for the proposed project

**Project team and project organisation**



*The following is optional for Proposals claiming SME support (ref. Letter of Invitation, section 2.3)*

The lines of communication and reporting within the project team are as follows: ….

The means for settling disagreements within the project team are: ….

# Project Manager

The nominated project manager for the proposed work is ……. He/She will be responsible for the management and execution of all work to be performed and for the coordination and control of the work within the industrial team.

He/She will be the official point of contact with the Agency during the execution of the work.

# Key Personnel and Their Roles

The key personnel are identified in the table below.

**Key personnel**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Entity** | **Project Role** | **Work Package Manager for** |
| … | … | … | (work package IDs) |
| … | … | … | … |
| … | … | … | … |
| … | … | … | … |

The above list of key personnel includes all people who have been assigned work package management responsibilities.

The provisions of Clause 9 of the ESA General Clauses and Conditions for ESA Contracts, as amended in the Draft Contract, will apply to all key personnel.

# Qualifications and Experience

The CVs for all key personnel are provided in Annex 1 to this Part of the Proposal. Each CV provides:

* a summary of the work experience of the person concerned;
* a brief description of their present job and responsibilities;
* their specific qualifications and experience of direct relevance to their role in the project.

# Time Allocation to the Project

The time allocations of the key personnel to the project are summarised in the table below.

**Time allocation of the key personnel to the project 1**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Name** | **WP …  hours (%)** | **WP …  hours (%)** | **WP …  hours (%)** | **WP …  hours (%)** | **WP …  hours (%)** | **Overall hours (%)** |
| … | 30 (5%) | … | … | … | … | 150 (10%) |
| … | … | … | … | … | … | … |
| … | … | … | … | … | … | … |
| … | … | … | … | … | … | … |

1. Percentage time allocations for work packages are expressed relative to the total man-hours of all personnel contributing to that work package. For the overall time allocation, it is the percentage of the individual’s time that is dedicated to the project, i.e. the ratio of the total number of hours spent on the project and the total number of hours worked over the planned project duration.

# Facilities to be used for the Work Proposed

Include this section if facilities are planned to be used in the proposed activities

## List of facilities

The following internal and external facilities are planned to be used in the proposed activity.

**Facilities to be used in the proposed activity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Facility ID** | **Facility Type1** | **Description/ Capabilities** | **Availability (Internal/External)** | **Status2** |
| 1 | RF Test | … | Internal | Existing |
| 2 | … | … | … | … |
| … | … | … | … | … |
| … | … | … | … | … |

1For example, hardware, software, manufacturing equipment, test equipment, production and integration lines.

2 For example, “existing”, “requires modification”, “still to be developed/built”, “purchased”.

Include the following if external facilities are planned to be used

The following table provides further details on the external facilities that are planned to be used.

**External facility owners and their project roles**

|  |  |  |
| --- | --- | --- |
| **Project Resources Template** | **Facility Owner** | **Project Role**  **(Subcontractor/external service provider)** |
| 1 | … | … |
| 2 | … | … |
| … | … | … |
| … | … | … |

## Development of the Facilities

No need has been identified for the purchase, development or upgrade of facilities for the proposed activity. The available facilities are considered adequate and complete for this purpose.

or

(delete the inapplicable paragraph)

As identified previously, the following facilities need to be developed for use in the proposed activity.

**Details of facility developments**

|  |  |  |
| --- | --- | --- |
| **Facility ID** | **Description of the Development or Modifications** | **Cost Charged to Contract (none/ directly/ indirectly)** |
| … | … | … |
| … | … | … |
| … | … | … |
| … | … | … |

The facilities are considered adequate and complete for the proposed activity once the developments detailed in the table above have been successfully completed.

## Use of ESA Technical Assets

For the purpose of supporting contractual activities, ESA can provide, on a best effort basis, access to a pool of Technical Assets that can be used by projects originated from the present tender action.

More information about such ESA Technical Assets and the associated conditions of access and utilisation can be found at: https://artes.esa.int/esa-technical-assets.

Whenever the use of such ESA Technical Assets is compatible with the technical, operational and strategic objectives of the proposal the Tenderer is invited to consider the utilisation of the ESA Technical Assets as an alternative to the procurement of corresponding external services.

Tenderers who plan to use the ESA Technical Assets are requested to perform a preliminary verification of their availability before including the option within its Proposal. .

Decisions whether to grant access to the ESA Technical Assets will be notified to the Tenderer at the time of the Negotiation Meeting.

None of the facilities identified in Section 1 above are ESA Technical Assets.

or

(delete the inapplicable paragraph)

Include the following paragraphs for each ESA Technical Asset

Facility ID is an ESA Technical Asset. Its intended use in the project is ….

We have been in contact with the User Support Office and have obtained a preliminary verification of the availability of these ESA Technical Assets. We have/have not yet obtained confirmation that the proposed utilisation is compatible with their global utilisation plan.

If the ESA Technical Assets cannot be made available to the project when needed the backup plan is to use facility ID for the same purpose.

The commercial procurement of these alternative facilities is presented as a back-up option in Part 6 of our proposal for the Definition/Technology/Product/Demonstration Phase(s).

Part 7 of our proposal includes a formal statement on the use of the ESA Technical Assets.

# Management Plan

## General Management Plan

This section is optional for Proposals claiming SME support (ref. Letter of Invitation, section 2.3)

Include this section only if the Full Proposal includes a Product and/or Demonstration Phase.

|  |  |
| --- | --- |
| **Content Requirements** | **Phase(s)** |
| [4-1](#A1) | All |

The Tenderer’s management plan is provided in document reference, a copy of which is attached to this proposal. This describes the management control organisation and the processes and procedures for exercising control of the project.

## Interfaces with Third Parties

Include this section only if the Full Proposal includes a Demonstration Phase for the Space/Ground Segment or System Domains.

Include the following paragraphs only if the Full Proposal includes a Space Segment or System Demonstration Phase

Our project team will interface with the project team responsible for developing the spacecraft as follows: …….

Our project team will interface with the end customer of the product as follows: …….

Include the following paragraph only if the flight item is a Passenger or Pilot case

Our project team will interface with the entity responsible for operating the product in orbit as follows: …….

Include the following paragraph only if the Full Proposal includes a Ground Segment or System Demonstration Phase

Our project team will interface with the users with whom the product will be evaluated as follows: …….

# Product Assurance Plan

Include this section only if the Full Proposal includes a Product and/or Demonstration Phase for Space/Ground Segment or System Domains

The product assurance plan is attached to this proposal. We consider it to be in line with our customer’s quality requirements and commensurate with the current maturity of the product development.

1. Curricula Vitae of the Key Personnel

Provide completed CVs for all members of the key personnel using the following template, or equivalent

|  |  |
| --- | --- |
| **Name** | |
| Specific Qualifications and Experience Relevant to the Project Role: | … |
| Entity: | … |
| Present Position and Responsibilities in the Entity: | … |
| Education: |  |
| Year(s) | Educational details |
| Year(s) | Educational details |
| Work Experience: |  |
| Year(s) | Entity, Project, Position, Responsibilities, Achievements |
| Year(s) | … |
| Year(s) | … |

1. Requirements for Proposal Content

| **Requirement** | **Template Section** |
| --- | --- |
| * 1. The Tenderer shall present its management plans, policies and procedures for this activity, including: * A description of the management control organisation. * The procedures that will be used to exercise control over the project. * The Subcontractor control procedures. * Internal review processes. * Escalation process for internal issues. * Escalation process for risk management. * Escalation process for cost management. * Escalation process for schedule management. * Progress reporting. * Configuration management. | [Section 11](#_Management_Plan) Management Plan |