National Copernicus Capacity Support Action programme for the Philippines (CopPhil) – Workplan 2025

APPROVAL

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1. Introduction

In accordance with Article 3 of the CopPhil Contribution Agreement (CA) and described in more detail in the annex I (Description of the Action) of the CA, ESA provides the updated CopPhil Work Plan for the full implementation period to the European Commission. The European Commission received previous versions of the work plan in 2023 and 2024.

* 1. Purpose and Scope

The purpose of this document is to:

* Update the plan by which the European Space Agency (ESA) implements the CopPhil entrusted tasks for the full Implementation Period (2023-2026), according to the latest developments.
* Describe possible changes in the scope, objectives, and phasing of the activities foreseen during the implementation period, including the updated indicative schedule and milestones.
* Provide updates on the procurements carried out as well as plan and approach.

The Annual Work Plan shall drive the yearly activity of the project and include the scope and phasing of the operational activities foreseen in the respective year; it shall include in particular:

* Details of the activities, with milestones and a schedule, the approach to be retained for the award of Procurement Contracts, a risk management approach, coordination, and management, as well as production of deliverables,
* An Annual Procurement Plan detailing all procurements and corresponding industrial commitments planned for Procurement Contracts or changes to the Procurement Contracts in the respective year.

* 1. References

1. Contribution Agreement between the European Union, represented by the European Commission, and the European Space Agency on the Implementation of the National Copernicus Capacity Support Action Programme for the Philippines of the European Union
   1. Definitions

The CopPhil CA contains the definitions used in this document.

|  |
| --- |
| Entrusted Entity |
| Commission’s counterparty under this Agreement, ESA, entrusted with the implementation of Union funds under this Agreement. |
| Entrusted Tasks |
| Tasks entrusted by the European Commission to ESA under this Agreement, as specified in the Annex I, to implement Union funds under the conditions of indirect management in accordance with Article 62(1)(c) of the EU Financial Regulation. |
| Key Indicators |
| Indicators, which serve for monitoring, reporting and calibrating purposes as well as for assessing the respective benefits realisation process and outcome. |
| Procurement Contract |
| A contract, purchase order or work order signed between the Contractor and ESA under which the Contractor provides services, supplies or works for the implementation of the Entrusted Tasks, and any amendments thereto. |
| Contractor |
| A natural or legal person with whom a Procurement Contract has been signed. |
| Working Days |
| Calendar days, other than Saturdays, Sundays and public holidays for the European Commission in Luxembourg and at ESA’s headquarters. |

* 1. Acronyms

|  |  |
| --- | --- |
| **DEFIS** | Directorate-General for Defence Industry and Space |
| **DENR** | Department of Environment and Natural Resources |
| **DENR NAMRIA** | DENR National Mapping and Resource Information Authority |
| **DG** | Directorate-General |
| **DHUS** | Data Hub Software |
| **DIAS** | Data and Information Access Services |
| **DOST** | Department of Science and Technology |
| **DOST- PAGASA** | DOST Philippine Atmospheric, Geophysical and Astronomical Services |
| **DOST-ASTI** | DOST Advanced Science and Technology Institute |
| **DOST-Phivolcs** | DOST Philippine Institute of Volcanology and Seismology |
| **EC** | European Commission |
| **EO** | Earth Observation |
| **ESA** | European Space Agency |
| **EU** | European Union |
| **EUD** | European Union Delegation |
| **GDPR** | General Data Protection Regulation |
| **GIS** | Geographic information system |
| **INTPA** | International Partnerships |
| **IPR** | Intellectual property rights |
| **JRC** | Joint Research Centre |
| **KO** | Kick-off |
| **MS** | (EU) Member State |
| **PhilSA** | Philippines Space Agency |
| **TA** | Technical Assistance |
| **UN** | United Nations |

* 1. CopPhil Initiative objective

The main objectives of CopPhil are threefold. First, to ensure that Sentinel data are readily accessible for all mandated users in the Philippines through an integrated, national data hub. Second, to demonstrate the operational uptake of Copernicus data in critical areas of national interest—such as disaster risk reduction, sustainable land use planning, and environmental monitoring—by developing and implementing EO pilot services. Third, building local capacity by transferring knowledge and skills that enables Philippine institutions to sustainably manage and exploit EO data beyond the project's lifespan.

The action and the related outputs under ESA's responsibility – called CopPhil - will contribute to achieving the following specific objectives as outlined in the Contribution Agreement between ESA and the EC as well as the underlying Action Document [RD1]:

1. Secure the integrity of the natural ecosystem and livelihoods deriving from it, as well as the population, against natural hazards and climate change-related threats.
2. The strengthened use of Copernicus Earth Observation data provides timely and accurate information for decision-making and monitoring policy implementation.

The action supports the nationally mandated institutions in adopting advanced processing tools, accessing and using large amounts of free and open EO data from the Copernicus program, and integrating project planning and implementation solutions. The action has implemented a Copernicus Mirror Site and the use of cloud-based platforms to process satellite data and produce models on sustainable land use management, marine and coastal planning, disaster risk reduction, and adaptation to climate change. These technologies and services have been accompanied by targeted capacity-building programs aimed at relevant agencies to ensure they acquire the necessary knowledge and skills for sustainable EO uptake. The support prioritises solutions that tackle institutional constraints related to a lack of awareness about effective technologies, insufficient regulatory processes, and the limited dissemination of best practices.

1. ESA Multi-Annual implementation plan

The CopPhil initiative started beginning of 2023 (01.01.2023), it is implemented within one single phase and its activities are planned to last until the end 2026.

* 1. CopPhil Activities and Tasks
     1. Task 1: User engagement and Requirement Consolidation

Stakeholder engagement will focus on consolidating user needs and supporting the operational transition of CopPhil services. Building on prior consultations, the task will ensure institutional adoption through training, service validation, and expanded collaboration with DOST, PhilSA, and key mandated agencies. Efforts will strengthen regional partnerships and refine user requirements based on 2024 demonstrations.

**Reporting:** Contribution to the Annual Implementation Report.

* + 1. Task 2: Copernicus Mirror Site Implementation

Efforts will focus on the operational deployment and full activation of the Copernicus Mirror Site at PhilSA. After completing system testing and hardware deployment in Manila, the priority will be finalising integration with national data infrastructures, ensuring seamless access to Sentinel data for mandated agencies. ESA will provide technical support and capacity building to facilitate a smooth transition of operations to PhilSA. We will make additional efforts to enhance data accessibility, optimize processing capabilities, and support long-term sustainability.

**Reporting:** Contribution to the Annual Implementation Report.

* + 1. Task 3: EO-Based Information Development.

The service development will focus on finalising, validating, and transitioning to operational use of the three EO pilot services. Following substantial progress in algorithm development, stakeholder consultations, and initial testing in 2024, this year will see the refinement of products and their integration into national workflows. The pilots continue to be developed in collaboration with key agencies such as PhilSA, NAMRIA, and DA, ensuring alignment with national priorities.

* **Pilot 1:** *Ground Motion Monitoring Service* – Building on successful test runs over Metro Manila, the service will expand spatial coverage and incorporate local calibration data.
* **Pilot 2:** *Land Cover, Forest & Crop Mapping Service* – With key products nearing completion, 2025 will focus on refinement, validation, and operational handover to mandated agencies.
* **Pilot 3:** *Benthic Habitat Monitoring Service* – Work will continue improving classification accuracy and expanding coastal monitoring area coverage.

Training and capacity-building efforts will support stakeholders in adopting these services, ensuring their sustainability beyond the project duration.

**Reporting:** Contribution to the Annual Implementation Report.

* + 1. Task 4: Pre-Operational Demonstration and Validation

Pre-operational testing will advance towards full-scale demonstrations of the EO pilot services, incorporating real-world applications and user feedback. Following successful prototype validations in 2024, this phase will focus on stress-testing the services, refining outputs, and ensuring operational readiness before handover to national agencies.

The task will be conducted in close collaboration with PhilSA, DOST, NAMRIA, DENR, and DA, leveraging their technical expertise and datasets to validate accuracy and usability. Early demonstrations have provided valuable insights, particularly in ground motion monitoring, where pilot tests over Metro Manila have yielded promising results. Similarly, based on stakeholder feedback, the land cover and crop mapping service has undergone iterative refinement.

Key activities for the coming year will include scaling up demonstrations across larger geographic areas with expanded datasets, implementing user-driven refinements based on technical feedback from national agencies, and integrating with existing decision-support systems to assess interoperability. Additionally, there will be final performance evaluations to ensure accuracy, stability, and long-term usability.

The validation process will remain iterative and responsive, aligning closely with Task 5 user feedback loops to refine service outputs before full deployment.

**Reporting:** Contribution to the Annual Implementation Report.

* + 1. Task 5: User Feedback, Assessment and Future Planning

CopPhil will intensify feedback collection and assessment efforts to refine EO services and develop a long-term roadmap for EO adoption in the Philippines. Following extensive stakeholder consultations and initial pilot demonstrations in 2024, this task will focus on evaluating service utility, identifying remaining gaps, and ensuring sustainability.

User feedback loops will be embedded into training sessions, validation exercises, and real-world applications to assess how effectively the services address national needs. We will place special emphasis on service usability, accuracy, and the integration potential within PhilSA, DOST, and other key agencies.

Key activities for the coming year include structured user feedback collection through workshops, surveys, and test applications; impact assessments of pilot services to measure operational benefits and areas for improvement; refinement of service outputs based on user recommendations; and development of a roadmap for future EO uptake, exploring expansion into ASEAN regional cooperation.

By the end of 2025, this task will provide concrete recommendations for long-term EO integration in national workflows, ensuring continued service sustainability and regional scalability.

**Reporting:** Contribution to the Annual Implementation Report.

* + 1. Task 6: Knowledge and Skill Transfer

In 2025, efforts will focus on consolidating knowledge transfer and ensuring the sustained uptake of Copernicus EO services by national stakeholders. Building on the training activities started in 2024, including infrastructure operations and EO service applications, the programme will expand its reach by refining training materials, increasing engagement with mandated agencies, and facilitating deeper institutional capacity building. Training courses will continue to be delivered in-person and online, targeting technical staff within PhilSA, DOST, DENR, and other government agencies while extending invitations to private-sector actors to support the development of a local EO service industry.

The CopPhil Digital Campus was launched in 2024 and will be expanded by incorporating feedback from early participants to improve content accessibility and technical depth. We will design the community website to serve as a central hub for EO-related resources and we will continuously update it to enhance user engagement. We will monitor indicators to assess knowledge retention and the practical application of EO services within institutional workflows.

Collaboration with the Technical Assistance of CopPhil, led by the EUD in Manila, will intensify in 2025, focusing on facilitating exchanges between Philippine and European experts, researchers, and graduate students. This initiative will strengthen technical skills and contribute to a long-term network of EO practitioners bridging expertise between the Philippines and Europe. Awareness campaigns and communication activities will remain a priority to reinforce the strategic benefits of EO data and ensure its integration into policy and operational decision-making. By the end of the year, the aim is to have a self-sustaining training ecosystem in place, empowering local institutions to independently manage and expand EO capabilities beyond the duration of the CopPhil initiative.

**Reporting:** Contribution to the Annual Implementation Report

* 1. CopPhil Planning and Milestones

The work implemented by ESA under the Contribution Agreement is organised into six main tasks (as described above in Chapter 2.1) to achieve the outputs delegated to ESA. Task 1 is essential to consolidate the user requirements and to engage the core stakeholders, which allows us to effectively develop the EO products and demonstrate the pilot EO services in tasks 3 and 4. Task 6 is dedicated to the knowledge and skill transfer to the engaged stakeholders, ensuring appropriate outreach and sustainable uptake of the developed EO services.  In parallel, the Copernicus infrastructure set up in 2024 under task 2 ensures the operationalisation of the EO services within the CopPhil national Copernicus hub. The stakeholder engagement under Task 1 will continue throughout the initiative, and user requirements will be updated in iteration cycles, complemented by a systematic user feedback loop assessment in Task 5.

The figure below lays out the planning of the CopPhil tasks and milestones:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2024 | | | | | | | | | | | | |
| MONTHS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | |
| Technical Assistance Management Office - set-up |  |  |  |  |  |  |  |  |  |  | M |  | |
| Technical Assistance Management Office - operations |  |  | AR |  |  |  |  |  |  |  |  |  | |
| Technical Assistance Management Office - Manila |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 1: User engagement and Requirement Consolidation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 2: Copernicus Mirror Site Implementation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 3: EO-Based Information Development |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 4: Pre-Operational Demonstration and Validation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 5: User Feedback, Assessment and Future Planning |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 6: Knowledge and Skill Transfer |  |  |  |  |  |  |  |  |  |  |  |  | |
| Missions |  |  |  |  |  |  |  |  |  |  |  |  | |
| 2025 | | | | | | | | | | | | |
| MONTHS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | |
| Technical Assistance Management Office - set-up |  |  |  |  | M |  |  |  |  |  |  |  | |
| Technical Assistance Management Office - operations |  |  | AR |  |  |  |  |  |  |  |  |  | |
| Technical Assistance Management Office - Manila |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 1: User engagement and Requirement Consolidation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 2: Copernicus Mirror Site Implementation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 3: EO-Based Information Development |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 4: Pre-Operational Demonstration and Validation |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 5: User Feedback, Assessment and Future Planning |  |  |  |  |  |  |  |  |  |  |  |  | |
| Task 6: Knowledge and Skill Transfer |  |  |  |  |  |  |  |  |  |  |  |  | |
| Missions |  |  |  |  |  |  |  |  |  |  |  |  | |

CopPhil planning and milestones (2024 – 2025)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2026 | | | | | | | | | | | | | |
| MONTHS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Technical Assistance Management Office - set-up |  |  |  |  |  |  |  |  |  |  | FR |  |
| Technical Assistance Management Office - operations |  |  | AR |  |  |  |  |  |  |  |  |  |
| Technical Assistance Management Office - Manila |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 1: User engagement and Requirement Consolidation |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 2: Copernicus Mirror Site Implementation |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 3: EO-Based Information Development |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 4: Pre-Operational Demonstration and Validation |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 5: User Feedback, Assessment and Future Planning |  |  |  |  |  |  |  |  |  |  |  |  |
| Task 6: Knowledge and Skill Transfer |  |  |  |  |  |  |  |  |  |  |  |  |
| Missions |  |  |  |  |  |  |  |  |  |  |  |  |

CopPhil planning and milestones (2026 extension)

Milestones are organised to provide visibility and collect feedback on ongoing and planned activities: Annual Reviews (AR), Mid Term Review (M) and Final Review (FR). At the Mid Term Review the progress of the technical activities will be reviewed and a potential extension of the implementation period assessed.

The organisation of these milestones is jointly set up between ESA and EU Delegation Manila will involve also the CopPhil Steering Committee when appropriate.

The reviews are based on relevant documentation packages, and any CopPhil pilot EO service systems relevant for operations. On request, the documentation will be handed over to the EU Delegation Manila for early comments, a preliminary release is planned 2 weeks prior to the respective milestone.

* 1. CopPhil organisation and management

The Technical Assistance and Management Office (TAMO) coordinates activities related to Outputs 2.1 and 3 of the CopPhil action, implemented by ESA. The office actively oversees the operational implementation of the technical activities required for Outputs 2.1 and 3. Additionally, it maintains continuous contact and provides technical support to the CopPhil Project and the steering committee. TAMO operates out of ESA in ESRIN, managing the various activities procured for tasks 1-6 and leveraging ESA's in-house expertise for CopPhil implementation. It also includes a Manila desk, which was initially covered by the Bridging action in 2023 and now staffed by two dedicated personnel based in Manila starting March 2024. Their role is to ensure continuous day-to-day communication with stakeholders in the Philippines hosted at PhilSA.

Within ESA, the Earth Observation programme directorate implements the CopPhil initiative. The CopPhil management function reports directly to the head of the EOP-S department.

* + 1. Project Management –Technical Assistance and Management Office

The following activities and responsibilities are covered by the TAMO:

* Participate in the CopPhil Steering Committee.
* Implement and develop the ESA project organisation further, including project team recruitment.
* Prepare the Annual Work Plan.
* Prepare the annual reporting and participate in quarterly reporting meetings.
* Participate in regular missions to the Philippines.
* Coordinate the CopPhil activities.
* Manage the CopPhil budget and schedules.
* Manage the CopPhil procurements.
* Coordinate with DOST, PhilSA and engaged stakeholders.
* Coordinate the industrial consortia that will support the implementation of CopPhil as a result of the procurement activities.
* Coordinate with the activities related to Output 1, 2.1 and 4 under the direct implementation.
* Coordinate ESA internal reporting (including PBEO).
* Coordinate the implementation of the Communication and visibility plan.
* Develop and manage the CopPhil monitoring and evaluation system.

**Reporting**

* DG-INTPA according to designated interface, quarterly progress meeting & annual implementation report
* H/EOP-S and ESA PB-EO, regularly

**Documentation**

| Ref. | Title | Objectives | Releases |
| --- | --- | --- | --- |
| CopPhil – Management | | | |
| CopPhil-MNG-WP-XXX; | Annual Work plan | Annual Work Plan, including the Annual Procurement Plan, covering all the activities for year N+1.  Scope and phasing of the operational activities foreseen in the respective year, including the indicative schedule and milestones, as well as specifically the Annual Procurement Plan and the Communication and Visibility Plan. | By 31 October of each year (Year N),  The first Annual Work Plan will be provided within 60 Working Days from the entry into force of the Agreement. |
| CopPhil-MNG-RP-XXX | Annual Implementation Report | Technical part for activities performed in previous year, major expected activities in next year; financial part for eligible cost and contributions incurred, forecast until end of agreement; in publishable form | By 28 February of each year starting from year 2024 on; Review meeting within a month |
| CopPhil-MNG-RF | Risk Folder | Risk register with identified risks, assessment, and mitigation actions. | 12 months update cycle |

CopPhil – Project management

* 1. CopPhil coordination

The CopPhil action includes components under the direct management of the EU Delegation (EU DEL) to the Philippines, designed to promote and support policies' systematic adoption of EO-based solutions. ESA actively participates in the Project Steering Committee (PSC), as described in the action document and initially composed of EU DEL, PhilSA, DOST-ASTI, and DOST-PHIVOLCS. The Thematic Steering Committee (TSC) was also foreseen in the Action Document but was not implemented, relying instead on regular bilateral discussions.

The activities covered under the direct implementation of the action (Output 1, 2.1 and 4 - not under ESA responsibility) addressing additional awareness raising, skill transfer and national data connectivity are closely followed by ESA and the TAMO, ensuring a close collaboration and synergy. Outputs 1 and 4 are specifically designed to complement the capacity development activities that ESA conducts. Furthermore, ESA actively coordinates with the relevant Copernicus Services, Copernicus Data Space Ecosystem, and DG-DEFIS to ensure maximum access to Copernicus data.

* 1. Procurement and Cost

The following yearly commitment and cost profile (in-line with the annual reporting) is planned following an updated time line reflecting the current status of the activities. Please refer to the detailed procurement plan in annex I for the planning of the individual procurements:



Table 2 – Commitments



Table 3 - Costs

ESA has managed the procurement of required services leveraging the European and Filipino value-adding service industry's capacity to respond most efficiently and innovatively to the identified geo-information requirements. The implementation of the approach takes place under the indirect management of the Contribution Agreement resources that the ESA delegates and it adheres to ESA procurement rules. Such an approach has allowed for the most effective use of ESA experience, competencies and processes to competitively select the best European and Filipino EO service providers capable of enhancing EO thematic information products that go beyond what is routinely available today.  Further, the approach builds on the long-term experience of ESA in Europe to develop, manage, and validate EO service to transfer such capabilities into operational activities of stakeholders in the Philippines engaged within the CopPhil centre. The TAMO acts as the coordinator for the different ESA procurements implemented under the CopPhil initiative.

Before tendering the procurements, ESA extensively consulted with the CopPhil steering committee and compiled a baseline set of technical requirements. We have also addressed the geographical scope and selected national stakeholders to deploy the pilots and assess their suitability for scaling up and extending to other regions and partners across the Philippines.

**CopPhil 2025 Activities**

Annex I presents the procurement plan 2025, together with an indication of the remaining duration of the initiative.

1. 2025 Procurement Plan

This Section describes the 2025 Annual Procurement Plan, it describes in detail all procurements and corresponding industrial commitments planned for Procurement Contracts or for changes to the Procurement Contracts.The start of the procurements is indicated with the Kick-off (KO) for the industrial contracts are planned to be active.

No additional procurement activities are foreseen to support the implementation of CopPhil.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Title** | **Description** | **Procedure** | **Procurement Milestones** | **Budget** | **Comments** |
| CopPhil-01 | CopPhil Service Development & Transfer | Additional Capacity Building and Stakeholder Engagement with the mandated agencies. | Change Contract Notice | KO: 01/01/2026  Duration: max 12 months, closure the latest 31.12.2026 | 0.9M | Extension to 2026 |
| CopPhil-02 | Copernicus Infrastructure Support | Extended support. | Change Contract Notice | KO: 01/01/2026  Duration: max 12 months, closure the latest 31.12.2026 | 72K | Extension to 2026 |

2. Risk Register

The following risks are identified for the EU-ESA CopPhil Contribution Agreement:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Risk Name: | **CopPhilRISK-1** | | | Ranking: | | Severe | | Severity: | | significant (3) | Likelihood: | Possible (2) |
| Title: | **Preconditions for transfer of EO service pilots** | | | | | | | | | | | |
| Risk Owner: | ESA EOP-S | | Risk related to (potential) Fraud: | | | No | Status: | | Open | Treatment: | Mitigate | |
| Risk scenario: | For the successful transfer and uptake of the CopPhil EO Services the engaged stakeholder institutions are required to share in-situ data & information relevant for the use cases and services. Further it is assumed that the engaged stakeholder gives continues support throughout the demonstrations and provides adequate funding and facilities for the final EO service uptake. | | | | | | | | | | | |
| Domain(s): | Cost | X | Schedule | | X | Technical Performance | | | X | EU/COM/ESA image |  |  |
| Mitigation measures: | * Identify stakeholders for joining CopPhil with appropriate mandate, resources and maturity of their operations * Consider additional support for in-situ data collection and clarify expectation for the uptake costs early on | | | | | | | | | | | |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Risk Name: | **CopPhilRISK-2** | | | Ranking: | | Severe | | Severity: | | significant (3) | Likelihood: | unlikely (1) |
| Title: | **Lack of skilled staff** | | | | | | | | | | | |
| Risk Owner: | ESA EOP-S | | Risk related to (potential) Fraud: | | | No | Status: | | Open | Treatment: | Mitigate | |
| Risk scenario: | Availability and empowerment of relevant skilled staff in the engaged stakeholder entities are essential for the sustainable uptake. | | | | | | | | | | | |
| Domain(s): | Cost |  | Schedule | | X | Technical Performance | | | X | EU/COM/ESA image |  |  |
| Mitigation measures: | * Develop early on capacity development plans for each engaged stakeholder and build up required capacity * Raise awareness at management level for the need of specific skills for the operation of the EO services | | | | | | | | | | | |