



ISI MIRROR GROUP
TERMS OF REFERENCE AND RULES OF PROCEDURE

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LIST OF ABBREVIATIONS

AC	Associated Countries
CC	Candidate Countries
EC	European Commission
EERC	Economic Education and Research Consortium
ESA	European Space Agency
ETIP	European Technology and Innovation Platform
ETP	European Technology Platform
EU	European Union
FI	Future Internet
FIF	Future Internet Forum
FP7	7 th Framework Programme
ICPC	International Cooperation Partner Countries
ICT	Information and Communication Technologies
ISI	Integral Satcom Initiative (FP7 ICT ETP, http://www.isi-initiative.org/)
ISICOM	Integrated Space Infrastructure for global Communications
JMGM	Joint Mirror Group Meeting
JTI	Joint Technology Initiative
MS	Member States
NCP	National Contact Point
NMS	New Member States
NTP	National Technology Platform
PPP	Public Private Partnership
R&D	Research and Development
SatCom	Satellite Communications
SC	Steering Council
SF	Structural Funds
sISI	Support action to ISI (FP7 ICT project, http://www.s-isi.org/)
SRA	Strategic Research Agenda
WG	Working Group
WP	Work Programme

1. MISSION OF ISI MIRROR GROUP

The ISI Mirror Group will consist of national representatives from Member States (including EU Member States, New Member States, Associated Countries, Candidate Countries, and International Cooperation Partner Countries) as well as of representatives from national initiatives relevant to SatCom. Its main mission will be to take forward and consolidate the vision and objectives of the ISI ETP at national level by facilitating and maximising the coordination of the ISI ETP with national initiatives and activities as well as the cooperation among Member States and national stakeholders on SatCom related issues.

The ISI Mirror Group will also allow the promotion of a consistent European SatCom Research Area, the facilitation of Public Private Partnerships (PPP) on SatCom as well as the removal of national barriers for collective research and technological developments with the subsequent expected facilitation of commercial development and exploitation of SatCom technologies. The ISI Mirror Group will thus contribute to the realisation of a consistent European space policy framework from the R&D pillar.

2. MAIN OBJECTIVES

In line with the ISI Governance Rules (<http://www.isi-initiative.org/>), the main objectives of the ISI Mirror Group are:

- To ensure an appropriate interface between ISI and Member States for coordination and representation of relevant national initiatives and activities on SatCom.
- To provide representation and input to the ISI Steering Council and ISI Working Groups, from a national perspective.
- To advance the European SatCom Research Area by initiating activities for closer coordination and cooperation between national programmes, under the orientations provided by the ISI ETP.

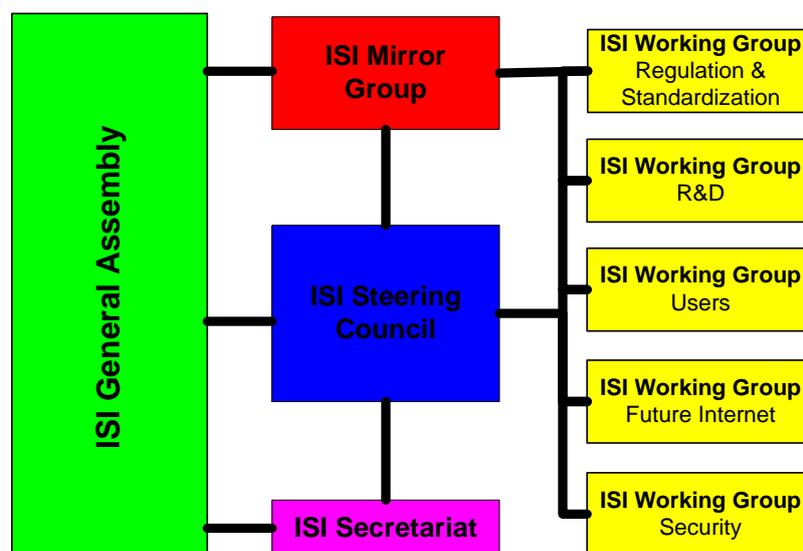


Figure 1: ISI Governance Structure



3. ROLE AND TASKS OF ISI MIRROR GROUP

The ISI Mirror Group, acting in co-operation with the ISI Steering Council, has a crucial role to play in goal and target setting, proposing actions and providing opinion and feedback on strategies, activities and results generated through the ISI operations. It will mainly address the following activities:

- **Providing opinion and advice:** Provide information and advice on a periodic, voluntary basis to the ISI Steering Council on policies and programmes in the Member States that are relevant to realising the vision and objectives of ISI.
- **Promoting an enhanced cooperation and coordination among Member States and other European activities and initiatives at national level:** Explore mechanisms for developing synergies and reinforce the cooperation among national initiatives, programmes and projects, including information exchange, coordination in programme development and possibly joint implementation of programmes and initiatives.
- **Structuring and strategy development:** Contribute to building a coherent EU strategy on SatCom R&D and exploring possible mechanisms for achieving greater integration of SatCom topics in related EU and National R&D Work Programmes.
- **Scoping activities and target setting:** Propose actions to the ISI Steering Council relevant to concerns of the Member States; work with the ISI Steering Council to set goals and targets; provide reflection on overall EU goal and target setting with regard to national aspirations and circumstances, including those relating to economics, demography, climate, and geography.
- **Closing the loop between technology development and policy-making:** Identify mechanisms and develop suitable links with economic, energy, security and environment policy to promote understanding and awareness of technology developments and to establish agreed criteria for proving cost-effectiveness of these technologies to meet the EU Space policy objectives.
- **Acting as informal moderating body:** Represent collectively and individually the interests and views of the Member States, provide responses to the recommendations and actions of the ISI Steering Council and assist in the dissemination of ISI operations and their results at national level.
- **Promoting public/private partnerships and lighthouse projects:** Identify interlocutors in Member States to develop dialogue and inform and stimulate activities leading to definition of prestigious lighthouse demonstration projects based on PPP and demonstrating the potential of SatCom systems and applications; acting together to develop common technology procurement programmes will provide leverage on public funding, and provide a sound basis for future industrial investment; exploring possible opportunities to showcase SatCom technologies in national and regional development projects.
- **Promote debates on the use of Structural Funds and other economic measures:** Highlight the benefits of SatCom contribution and, in particular, to promote the extensive use of EU funding programmes, which are managed at national or regional level (e.g., Structural Funding and EERC programmes), for SatCom R&D technologies usage.



4. MEMBERSHIP AND RULES FOR PARTICIPATION

Participants in the ISI Mirror Group are national representatives from EU Member States (MS), New Member States (NMS), Associated Countries (AC), Candidate Countries (CC) and International Cooperation Partner Countries (ICPC). Representatives from formally established National Initiatives and/or National Technology Platforms related to SatCom will also complement the ISI Mirror Group constituency. Additional participation from EU Regions or large Cities having ambitious integrated initiatives on SatCom may also be considered. Of particular relevance are the National ICT Research Directors and FP7 ICT/SPACE National Contact Points of each Member State who have the mandate to undertake the aforementioned role and tasks as part of their participation to the ISI Mirror Group.

The delegation of each Member State will be considered to be a single Mirror Group Member. Each Mirror Group Member decides on the composition of its delegation and informs the ISI Chairpersons (Chairman and Vice-Chairman) and the ISI Secretariat. Each Mirror Group Member will have a lead delegate who can be accompanied of other delegates for those agenda items where their specific expertise is required. These additional delegates can attend the Mirror Group meetings and participate in the discussions and debates but not take part in votes. They can take part in votes only in the special case where the lead delegate cannot attend a meeting and has officially authorised the additional delegates to do so.

5. OBLIGATION FOR MEMBERS' COMMITMENT

It is crucial that the delegates of the Member States who participate in the ISI Mirror Group are empowered to devote time and effort to participation of meetings and development of Member State position papers responding to recommended actions and reports from the ISI Steering Council and the ISI operations.

6. INTERNAL STRUCTURE

Within the ISI Mirror Group, the lead delegate of each Member State has equal power and obligations with respect to ISI and its Operations.

In line with the ISI Governance Rules, the ISI Chairpersons (Chairman and Vice-Chairman) have the responsibility to convene and chair the meetings of the ISI Mirror Group as well as to approve the agendas for these meetings. Moreover, the activities of the ISI Mirror Group will be supported by the ISI Secretariat, who will act in a purely administrative capacity.

The meetings of the ISI Mirror Group will be organised at convenient dates and locations for the majority of its members. In particular, in order to facilitate and maximise their attendance, the ISI Mirror Group meetings will be co-located with the ISI General Assembly (GA) meetings, which take place in different place each time on dates agreed with the ISI Chairpersons, and/or with the Joint ETP Mirror Group Meetings, which usually take place in Brussels on dates agreed with the EC.



7. ROLE OF THE EUROPEAN COMMISSION

The European Commission (EC) will be fully associated with the ISI Mirror Group and will provide input to the process either directly to the Mirror Group and/or through the ISI Steering Council. It may also provide initial secretarial support to the Mirror Group through organising and convening meetings to initiate the process. In particular, this will be the case when the ISI Mirror Group meetings will be organised as co-located with the Joint ETP Mirror Group Meetings, which usually take place in Brussels on dates agreed with the EC.

8. RULES OF PROCEDURE

8.1 Interface with ISI structure bodies

The ISI Mirror Group will interact with the ISI Steering Council and ISI Working Groups. Links will be established explicitly through an appropriate level of cross representation to be determined.

The ISI Mirror Group may choose to structure their work in the most appropriate way, i.e. establishing working sub-groups to examine particular issues or to interact with the different ISI Working Groups or other bodies of the ETP (such as internal Task Forces). The sub-groups should report back to the group. To this end, they may appoint a lead person to act as rapporteur.

8.2 Organisation and frequency of meetings

The ISI Mirror Group meetings will be organised at convenient dates and locations for the majority of its members. In particular, in order to facilitate and maximise their attendance as well as in order to minimise travelling expenses, the ISI Mirror Group meetings may be co-located with the ISI General Assembly (GA) meetings, which take place in different place each time on dates agreed with the ISI Chairpersons. In this regard, indicatively, one to two ISI GA meetings are usually held each year.

Moreover, the ISI Mirror Group meetings may be co-located with the Joint ETP Mirror Group Meetings, which usually take place in Brussels on dates agreed with the EC. Indicatively, one such Joint ETP Mirror Group Meeting is usually held each year.

In addition, joint meetings of the ISI Mirror Group with other groups or committees may also be convened if necessary. These meetings are usually organised and convened by the EC, take place under the auspices of the running EU Presidency and put together ETPs representatives with the National ICT Research Directors in order to address topics of importance for the ETPs and Member States.

To facilitate the organisation of the ISI Mirror Group meetings, a dedicated email list in the form of Mirror-Group@isi-initiative.org will be created and maintained by ISI as part of its operations.

8.3 Decisions and consensus

Decisions of the ISI Mirror Group will be taken by consensus as far as possible. One Member State will have one single opinion. If no consensus can be reached, the ISI Chairpersons (Chairman and Vice-Chairman) might consider calling for a vote, where majority decision will be adopted. The results of the voting procedure will be adequately quoted in the minutes of the meeting to ensure fair treatment to the opposing views.



8.4 Summary reports of meetings

The minutes and summary report of each ISI Mirror Group meeting shall be drawn up by the ISI Secretariat under the auspices of the ISI Chairpersons. This report shall contain, in particular, the conclusions and the proposed measures and actions. It shall be sent to the group members within 10 working days.

The group members shall send any written comments they may have on the summary report to the ISI Secretariat with copy to the ISI Chairpersons. Any group member who does not provide any comments within 2 weeks will be considered to have given his/her tacit agreement to the report. If there are any disagreements, the proposed modifications may be discussed at the next plenary meeting of the Mirror Group at the discretion of the ISI Chairpersons.

8.5 Attendance

The official delegates of the ISI Mirror Group (see Section 4) can attend the group meetings and will receive the formal invitation. At the previous request of a Mirror Group member or on the initiative of the ISI Chairpersons (Chairman and Vice-Chairman), the latter may decide to invite experts, in quality of observers, to discuss on particular matters. At each meeting, the ISI Chairpersons shall draw up an attendance list specifying the authorities or bodies to which the persons appointed by the Member States to represent them belong. At the beginning of every meeting, any group member whose participation in the work of the group might constitute a conflict of interest with regard to a particular agenda point must inform the ISI Chairpersons of this situation.

8.6 Correspondence

Correspondence relating to the ISI Mirror Group shall be addressed to the attention of the ISI Secretariat with copy to the ISI Chairpersons preferably by e-mail. Correspondence for Mirror Group members shall be addressed to all the delegates designated by the different Member States. In this regard, an email list dedicated to the ISI Mirror Group will be created and maintained by ISI as part of its operations in order to further support the collaboration and correspondence of the ISI Mirror Group.

The respective email addresses for the ISI Mirror Group correspondence are as follows:

- ISI Chairman: Nicolas.Chuberre@thalesalieniaspace.com
- ISI Vice-Chairman: Jean-Francois.Charrier@astrium.eads.net
- ISI Secretariat: secretariat@isi-initiative.org
- ISI Steering Council: isi_sc@arces.unibo.it
- ISI Mirror Group: Mirror-Group@isi-initiative.org (to be set-up soon)