

# ESA Proposal writing workshop

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- I. Standard ESA Tender Action process
- II. How to read and understand a Statement of Work
- III. How to write a proposal in response to a Statement of Work

# Proposal writing workshop

## Presentation 1: Overview of the Tender Action process

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- Overview of the day
- Typical process
- What you need to do if you want to bid?
- Basics of ESA procurement
- TA Package overview
  - Cover Letter
  - Draft Contract
  - Tendering Conditions
  - SoW
  - Proposal Template
- The Tender Evaluation

# Typical process and timelines

## ITTs

One Closing date per ITT:

Tendering period: 42 Calendar days (Standard)

EXPRO: 28 days

DN: 7-14 days

Tenders are submitted in response to an ITT initiated by ESA with Statement of Work and clear requirements

Objectives and requirements given by ESA – bidder to show they understand them

Maximum budget for each ITT

Number of pages for proposal as a **guideline**:

50 pages for price below 200K€

75 pages for price above 200K€

Standard ESA (EXPRO) Evaluation criteria

Activity implementation by TEB approval only.

Time to Contract: approximately 3-4 months

- **Pre-TEB (Tender Evaluation Board):** All members of the TEB gather to review and agree the SoW, Cover Letter, weighting factors and timings for TEB and ITT
- **Opening Date:** ITT is open, all solicitation documents are available
- **Closing Date:** This is the last moment at which a tenders will be accepted
- **TOB (Tender Opening Board):** All tenders are opened and the cover letter checked for compliance with Key Acceptance Factors in the ITT cover letter. Accepted tenders are then accessible to TEB participants for review.

## DISTRIBUTION

TEB participants are granted access, in esa-star, to admitted tenders only after signing a Non-Disclosure and Non-Interest Form

## SECURITY

The latest ESA Security Directives are applicable to the procurement process and the admitted tenders.

## DISPOSAL

Tenders not admitted for evaluation and those not recommended for contract award, are deleted from the esa-star system.

TEB: All tenders are reviewed **independently** by all members of the TEB. They then meet to discuss and agree on the ESA opinion of each tender (also independent – tenders are not compared) and the marks. Finally, they recommend the winner.

- The TEB is composed of ESA personnel possessing the necessary expertise in the subject matter of the Invitation To Tender.
- They possess the required expertise to contribute to the development of the content of the solicitation package and the evaluation of the Tender.

(more information on the TEB given later in this presentation)

- **Nego:** All negotiation and clarification points sent to bidder by email in advance of a meeting to discuss and agree. Successful negotiation leads to agreed kick off date. Failed negotiation means negotiation may be started with second placed bidder.
- **Kick Off:** Formal date of start of work, typically telecon only
- **Regret Letter:** Once the Recommended Bid Response is approved, the unsuccessful bidders are notified
- **Debriefing:** All unsuccessful bidders can request debrief (written/oral depending on programme).

# What do you need to do if you want to bid?

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# What you need to do if you want to bid

Step 1: Register in **esa-star**

**Step 2: Research what is likely to be expected**

Step 3: Check **esa-star Publication** regularly for the activity you are interested in

Step 4: Download all documents of ITT from esa-star when published

Step 5: Write your proposal

**Step 6: Get all your tender documents proof-read and checked**

Step 7: Submit tender on time through **esa-star Tendering**

Step 8: Wait to be informed...

# Basics of ESA Procurement

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# ESA Tools Basics of ESA procurement



**esa-star**  
Registration

Learn More...

Access ▾

**esa-star**  
Tendering

Learn More...

Access

**esa-star**  
Publication

Learn More...

Access ▾

**esa-star**  
esa-match

Learn More...

Access ▾

**esa-star**  
ECM

Learn More...

Access

**esa-star**  
CCD

Learn More...

Access

**esa-star**  
ASTRA

Learn More...

Access

**esa-p**

Learn More...

Access



## ESA-STAR Registration (<https://esastar-emr.sso.esa.int/>)

Registration on ESA-STAR is a **pre-requisite** to do business with ESA

## ESA-STAR Publication (<http://doing-business.sso.esa.int>)

All ITT related documents can be found in esa-star Publication. Here you request the system to create a **Bidder Restricted Area** in ESA-STAR Tendering

## ESA-STAR Tendering (<http://doing-business.sso.esa.int>)

In the Bidder Restricted Area, you can request for clarifications and **submit the proposal**

## ESA-MATCH (<https://esastar-esamatch.sso.esa.int/>)

Competences & Capabilities, **find suitable tenders and entities for collaboration**

**Video:**

[http://www.esa.int/spaceinvideos/Videos/2016/03/Bidder\\_Restricted\\_Area\\_creation\\_and\\_structure](http://www.esa.int/spaceinvideos/Videos/2016/03/Bidder_Restricted_Area_creation_and_structure)

## esa-star Registration

**Register in esa-star Registration**

**esa-star Registration**

esa-star Registration is dedicated to the Registration and Management of external entities. It is integrated with all other esa-star applications and handles all supplier and bidder entity information.

Registration with esa-star is mandatory for all entities who wish to do business with ESA and it is subject to a formal digital approval process performed by ESA.

esa-star allows two levels of entity registration: "Light" and "Full". This allows new users wishing to do business with ESA to carry out their registration in two steps. A "Light" registration will grant access to all esa-star services up to and including proposal submission. The award of ESA contracts requires "Full" registration.

Moreover, in their esa-star Registration the entities can claim their SME status (Small and medium-sized enterprises) in order to benefit from special SME tendering and payment conditions (when so defined). This status is granted to the entities claiming the SME status after an exhaustive verification by ESA.

[Register your entity](#) [Login](#)

## esa-star Publication

The screenshot shows the ESA website interface. At the top left is the ESA logo. To the right are navigation icons: a magnifying glass, a document, a crossed-out document, a document with a link, and a megaphone. Below the navigation bar are three main menu items, each with a cube icon and text: 'esa-star Re...' (partially visible), 'esa-star Publication' (highlighted with a red circle), and 'esa-star esa-match'. A white callout box with a red border and a red arrow points to the 'esa-star Publication' icon. The callout box contains the text: 'Access Tenders and ESA Tender Action related news'. Below the callout is a blue modal window titled 'esa-star Publication' with a close button (X) in the top right corner. The modal contains the following text: 'esa-star Publication is a module of ESA's tendering system, used for publishing a list of upcoming Invitations to Tender, News, Interacts, Invitations to Tender / Requests for Quotation open for bidding, as well as general information about ESA's procurement process. The publication module also allows external entities to manage their Invitations to Tender under ESA Programmes in ESA's Best Practice scheme. Potential bidders can access the tender documentation and notify ESA if they are interested in a particular Tender Action. The esa-star Publication module replaces EMITS.' At the bottom right of the modal are two buttons: 'Access as Guest' and 'Login'.

# ESA Tender Process: The Digital Platforms

## esa-star Tendering

The screenshot shows a navigation bar with the ESA logo and several utility icons. Below it is a horizontal flow of four steps: 'esa-star Registration', 'esa-star Tendering' (highlighted with a red oval), 'Publication', and 'esa-match'. A large white arrow with the text 'Submit your tender' in red points from the 'Publication' step back to the 'esa-star Tendering' step. A modal window titled 'esa-star Tendering' is open in the foreground, containing a description of the system and a 'Login' button.

**esa-star Tendering**

esa-star Tendering is ESA's fully electronic, integrated, online tendering system. It covers the end-to-end tendering process by simplifying the document handling, supports offer preparation and submission to ESA for evaluation, as well as management of clarifications and extension requests for Tender Actions.

Login

# ESA Tender Process: The Digital Platforms

## esa-match

**Network, find partners, advertise**

### esa-match

esa-match is ESA's industry matchmaking tool. The platform supports the visibility of entities registered with ESA, facilitates partnering, teaming and cooperation between companies and brings together (potentially unknown) products, services or technologies and (latent) needs.

All Legal Entities and Business Units from ESA Member States, Associate States, Cooperating States, as well as EU Member States, registered in ESA's system for tendering and registration, esa-star, have a profile in the esa-match **Space Industry Directory** .

Companies and organisations are encouraged to enrich their profile pages and to decide which information they make available in the **internal** and **public** part of the

[Access as Guest](#) [Login](#)

## esa-star CCD – Contract Closure Documentation

The screenshot displays the ESA Star portal interface. At the top left is the ESA logo. The main area contains several platform tiles, each with an icon, a name, and an 'Access' button. The 'esa-star CCD' tile is circled in red. A red arrow points from the text 'Submit Contract Closure Documentation' to the 'esa-star CCD' tile. The 'esa-p' tile is highlighted in green.

Platform	Icon	Access Button
esa-star Registration	RR	Access ▾
esa-star Tendering	TT	Access
esa-star Publication	PP	Access ▾
esa-star esa-match	MM	Access ▾
esa-star ECM	EE	Access
<b>esa-star CCD</b>	<b>CC</b>	<b>Access</b>
esa-star ASTRA	AA	Access
esa-p	Green background with icons	Access

# ESA Tender Process: The Digital Platforms

esa-p

esa-p

esa-star Registration

esa-star Tendering

esa-star Publication

esa-star esa-match

esa-star ECM

esa-star CCD

esa-star ASTRA

esa-p

Submit advance payments & invoices

Doing Business with ESA v.2.0

Contact Us Help



**You won't need to access ESA-P until you have a contract with ESA**

1. All financial aspects, like advance payments, milestones achievements with deliverables and invoicing/payments are dealt with using ESA-P, ESA's financial tool based on SAP
2. You can request a username and password to our helpdesk: [esait.service.desk@esa.int](mailto:esait.service.desk@esa.int) or +39 06 941 80700, option 2
3. Tutorials on how to use ESA-P are available on the supplier's portal:

[http://esa-p-help.sso.esa.int/Quick\\_Guide\\_How\\_to\\_submit\\_a\\_Confirmation\\_or\\_Invoice\\_or\\_APR.pdf](http://esa-p-help.sso.esa.int/Quick_Guide_How_to_submit_a_Confirmation_or_Invoice_or_APR.pdf)

# ESA Tender Process: The Digital Platforms



## esa-star Training Material

esa

esa-star Registration

esa-star Tendering

esa-star Publication

esa-star esa-match

Learn More... Access

Learn More... Access

Learn More... Access

Learn More... Access

esa-star ECM

esa-star CCD

esa-star ASTRA

esa-p

Learn More... Access

Learn More... Access

Learn More... Access

Learn More... Access

Doing Business with ESA v.2.0

Contact Us Help

THE EUROPEAN SPACE AGENCY



# ESA Tender Process: The Digital Platforms



## ESA IT Service Desk

The screenshot displays the ESA IT Service Desk interface. At the top left is the ESA logo. The main area features eight platform tiles arranged in two rows of four. Each tile includes an icon, the platform name, and two buttons: 'Learn More...' and 'Access'. The platforms are:

- esa-star Registration (RR icon)
- esa-star Tendering (TT icon)
- esa-star Publication (PP icon)
- esa-star esa-match (MM icon)
- esa-star ECM (EE icon)
- esa-star CCD (CC icon)
- esa-star ASTRA (AA icon)
- esa-p (Green tile with circular flow diagram)

At the bottom of the dashboard, there is a navigation bar with the text 'Doing Business with ESA v.2.0', a 'Contact Us' link circled in red, and a 'Help' link. To the right are social media icons for YouTube, Twitter, Facebook, and Instagram.



# ESA Tender Process: The Digital Platforms



## ESA IT Service Desk

The screenshot displays the ESA IT Service Desk interface. At the top left is the ESA logo. The main area features a grid of digital platform tiles, each with an icon and a label: 'esa-star Registration' (RR icon), 'esa-star Tendering' (TT icon), 'esa-star Publication' (PP icon), 'esa-star esa-match' (MM icon), 'esa-star ECM' (EE icon), and 'esa-star ASTRA' (CC icon). A green tile for 'esa-p' is also visible. Each tile includes a 'Learn More...' button and an 'Access' button. A central 'Contact Us' pop-up window is overlaid, providing contact information for the esait Service Desk. The footer contains the text 'Doing Business with ESA v.2.0', navigation links for 'Contact Us' and 'Help', and social media icons for YouTube, Twitter, Facebook, and Instagram.

**esa**

**esa-star**  
Registration

**esa-star**  
Tendering

**esa-star**  
Publication

**esa-star**  
esa-match

**esa-star**  
ECM

**esa-star**  
ASTRA

**esa-p**

**Contact Us**

You can contact esait Service Desk from Monday to Friday  
from 8:00 to 18:00 CET at:  
esait Service Desk - ESA Corporate Applications:  
80700 (option 2)  
External lines: +39 06 941 80700  
E-mail: [esait.Service.Desk@esa.int](mailto:esait.Service.Desk@esa.int)

Doing Business with ESA v.2.0    Contact Us    Help

YouTube    Twitter    Facebook    Instagram



# The Applicable Rules

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## The Contracting Regulations ESA/REG/001, REV.6:

- Defines **tender principles**
- Details the **tender methods**
- Describes the **tender process**
- Establishes a **review procedure**

- Contracting Regulations
- Procedure specified in the Cover Letter of the Tender Action
- Tender Condition specific to the Tender Action

# The applicable rules: Contracting Regulations

➤ Where do I find relevant information e.g. rules?

## Welcome to the esa-star Publication System

All ▾



### News

944 - FINANCIAL FRAMEWORK PARTNE...

1116 - UNION SECURE CONNECTIVITY P...

1115 - UNION SECURE CONNECTIVITY P...

1114 - 2025 CSG Industry Days – Oppor...

All News



### ESA Tender Actions

1000039892 - RELIABLE SIMPLE ELECT...

1000041415 - IMPROVEMENTS TO 5G T...

1000041601 - NAVISP:EL1-099: LOCATI...

1000042549 - REDUCED-COMPLEXITY A...

All ESA Tender Actions



### Non ESA Tender Actions

25.THIT.024 - EnVision Spacecraft Propu...

25.THIT.023 - EnVision Spacecraft Remo...

25.ALEU.014 - Argonaut LDE – Pressura...

25.ALEU.015 - Argonaut LDE - Thruster ...

All Non ESA Tender Actions



### ESA Interacts

Interact\_53 - Request For Information f...

Interact\_51 - (Updated) Request For Inf...

Interact\_48 - TT&C Ground stations for ...

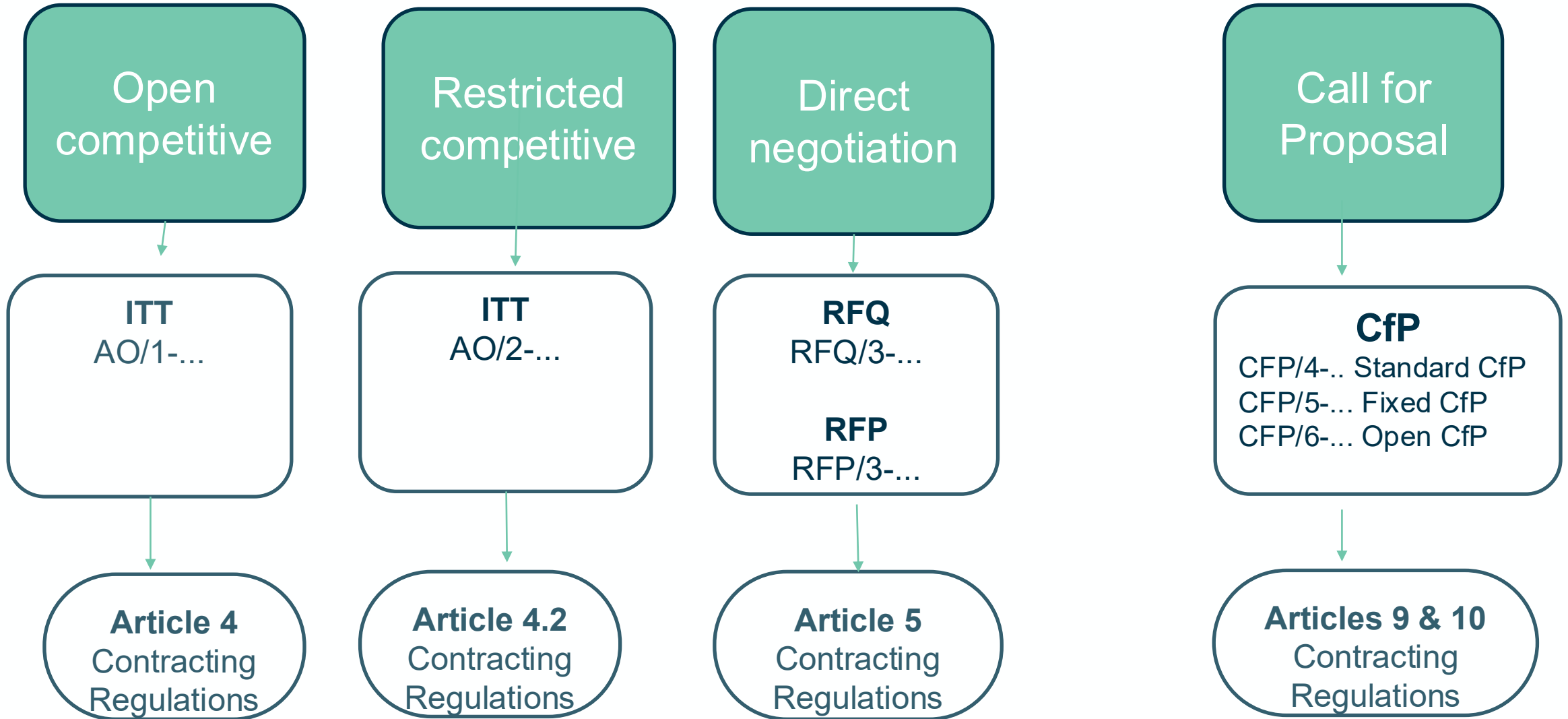
Interact\_49 - Request for Information (...)

All ESA Interacts



# Tender Methods

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# Tender Procedures

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# 1. Standard Tender Procedure

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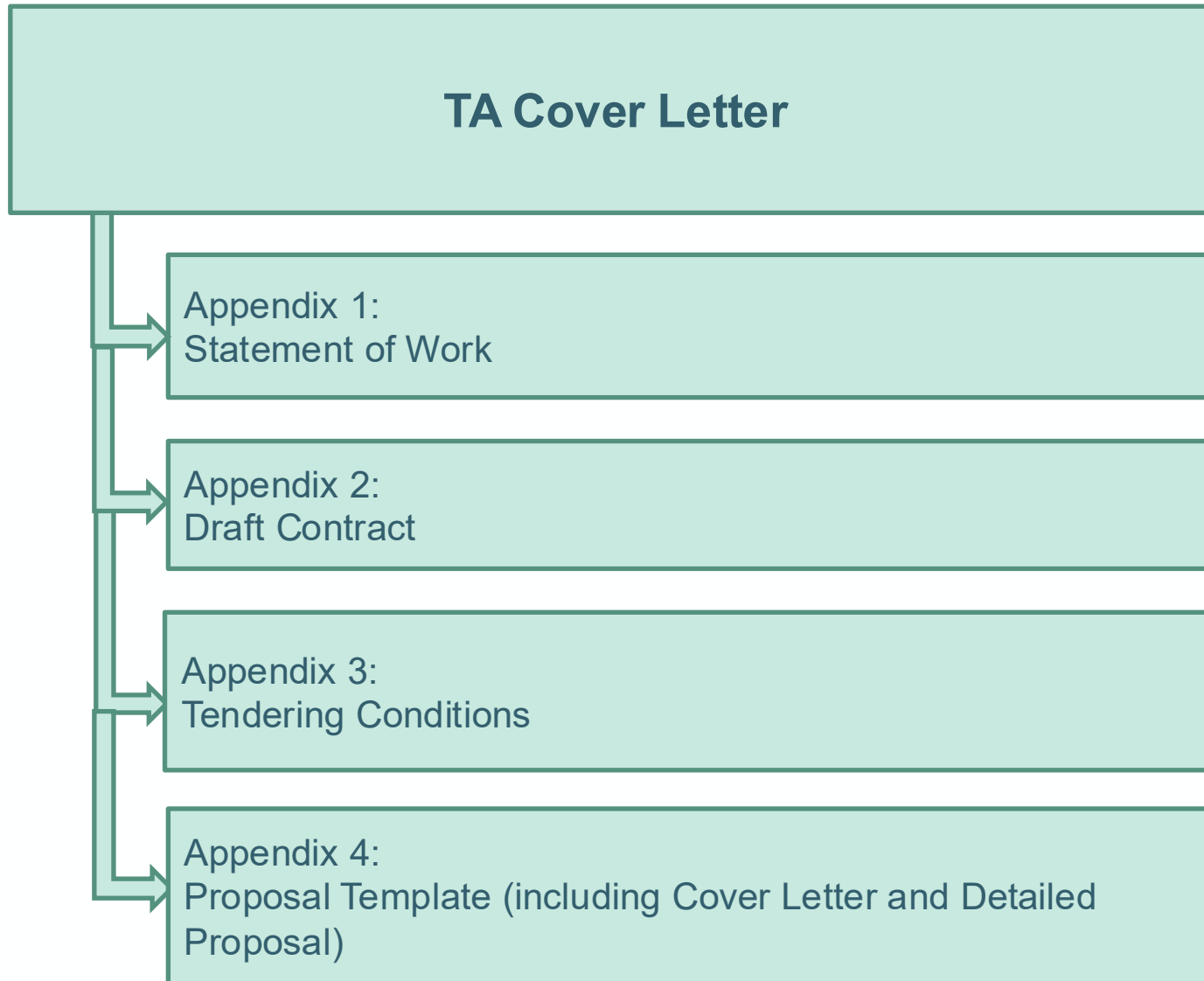
- Large, high value, complex procurement
- Minimum Tendering period of 42 calendar days
- Normally No Proposal Template
- Tender Conditions for ESA Tender Actions are applicable
- General Clauses and Conditions (GCC) for ESA Contracts (ESA/REG/002, rev. 4) apply

## 2. EXPRO: EXpress PROcurement Procedure

- EXPRO is the Agency **EX**press **PRO**curement Procedure used for low-medium value / low risk procurements up to 2Meuro.
- The Tender Action templates are different than the ones used in mainstream (Standard) R&D Tender Actions.
- A Cover Letter and Detailed Proposal Template are included in the TA package.
- EXPRO contracts are self-contained. GCC are not applicable but used for interpretation purposes.
- The contractual “Liability” provisions are different to the GCC.

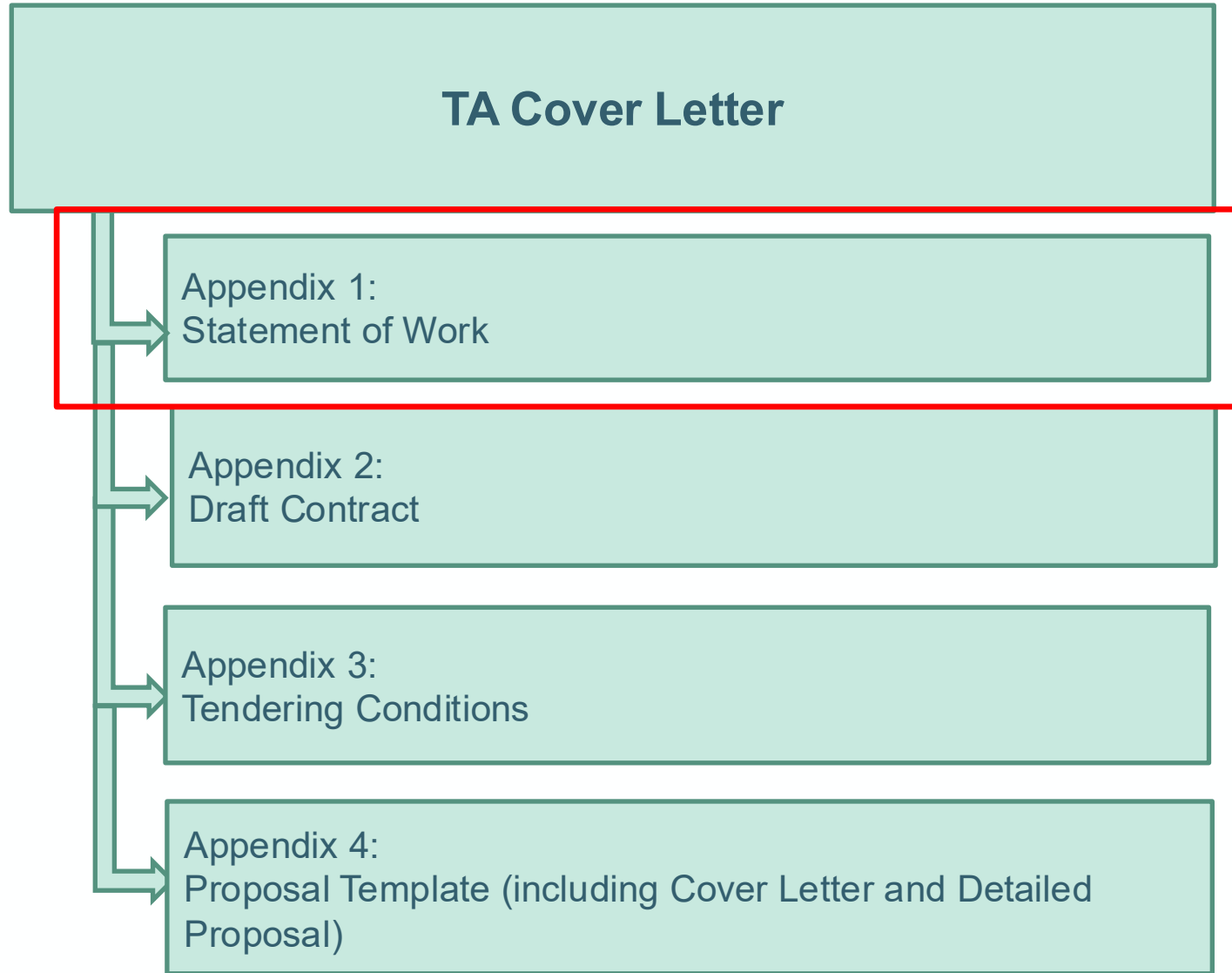
# Tender Action package overview

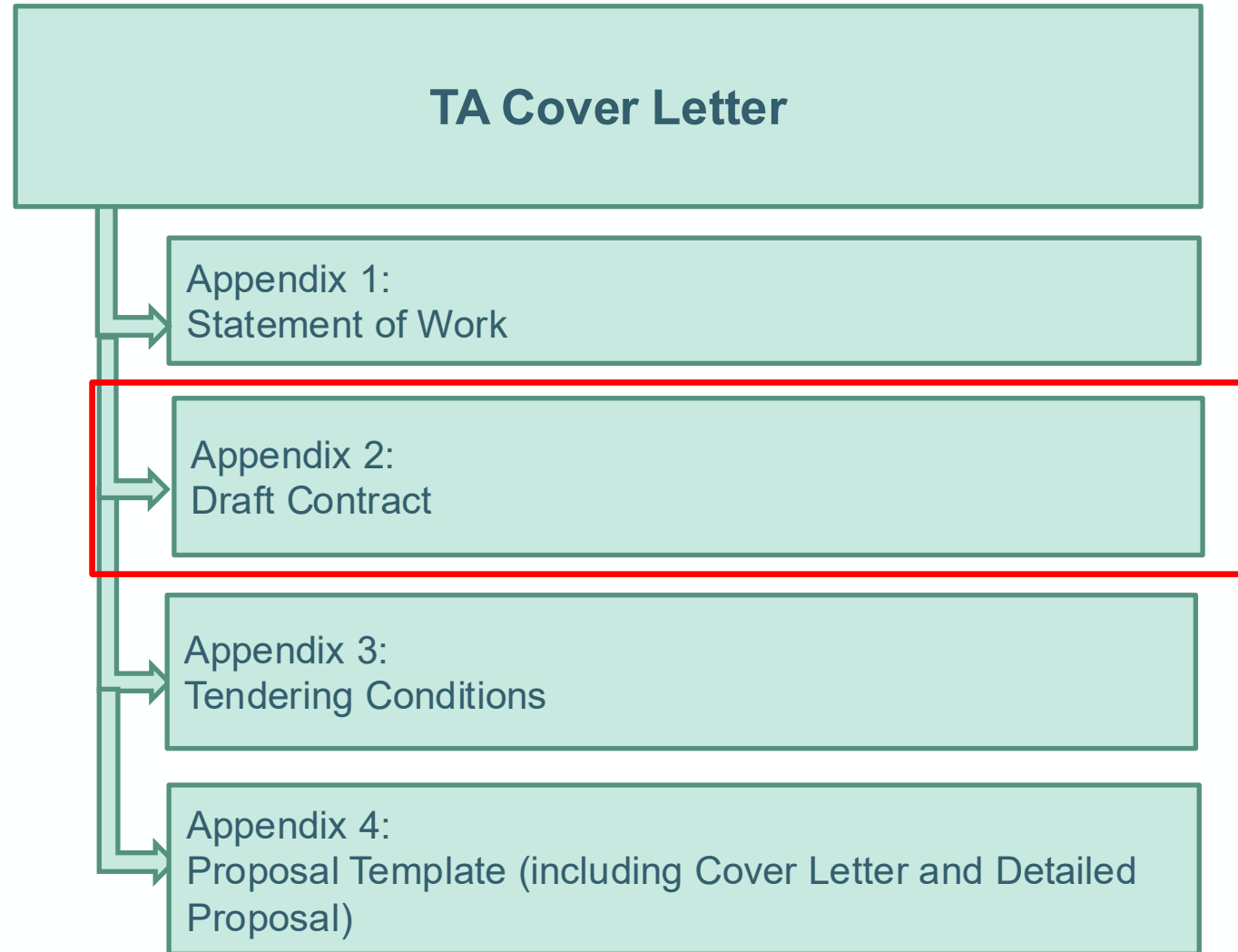
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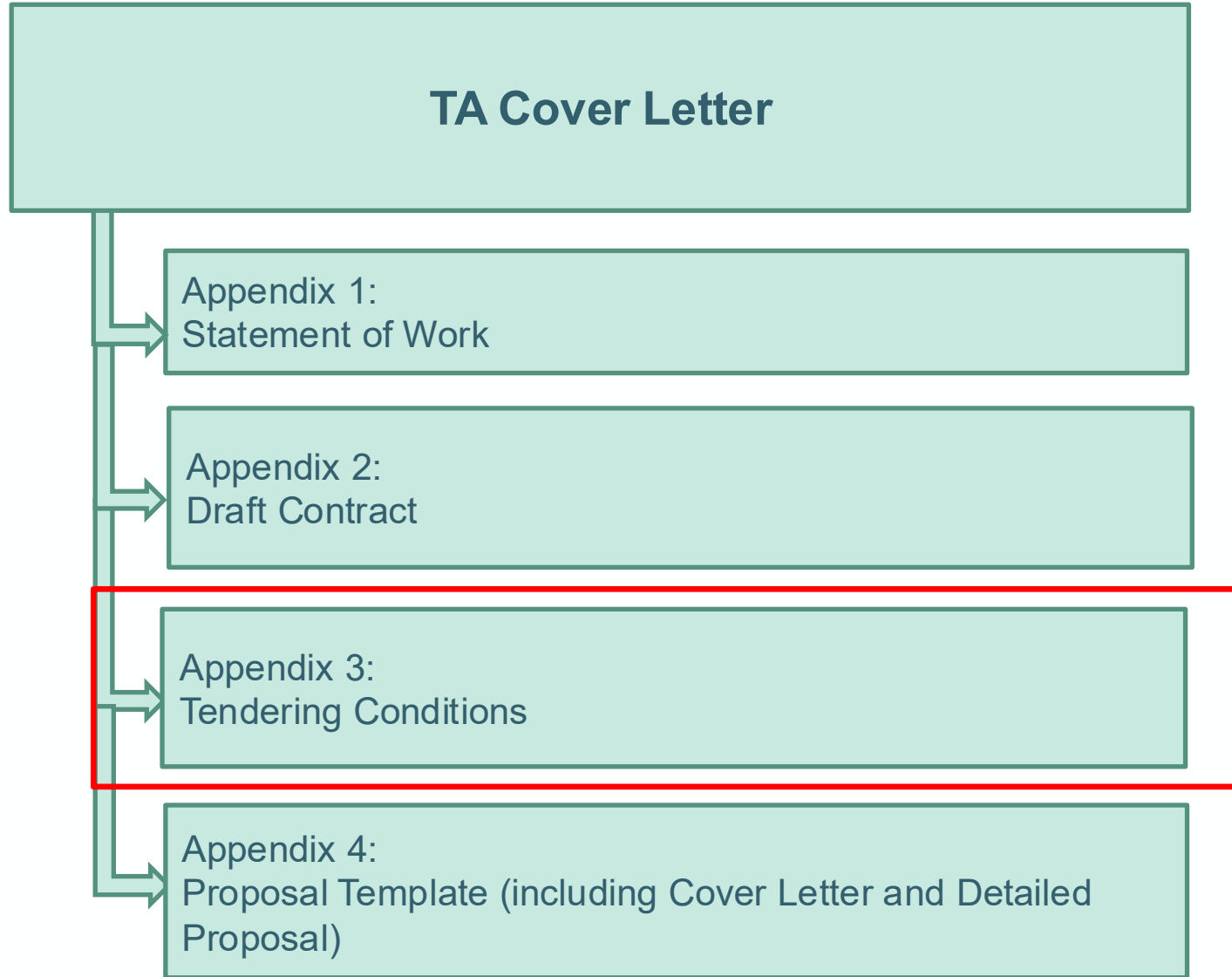
The Cover Letter contains a number of **essential features** regarding the Tender Action e.g.

- ❖ Eligibility requirement concerning nationality
- ❖ Instructions on registering as a Tenderer and yearly updating of the Questionnaire
- ❖ Maximum budget for the activity
- ❖ Closing date
- ❖ Key Acceptance Factors
- ❖ Evaluation criteria
- ❖ The name of the responsible Contracts Officer
- ❖ Validity of proposal





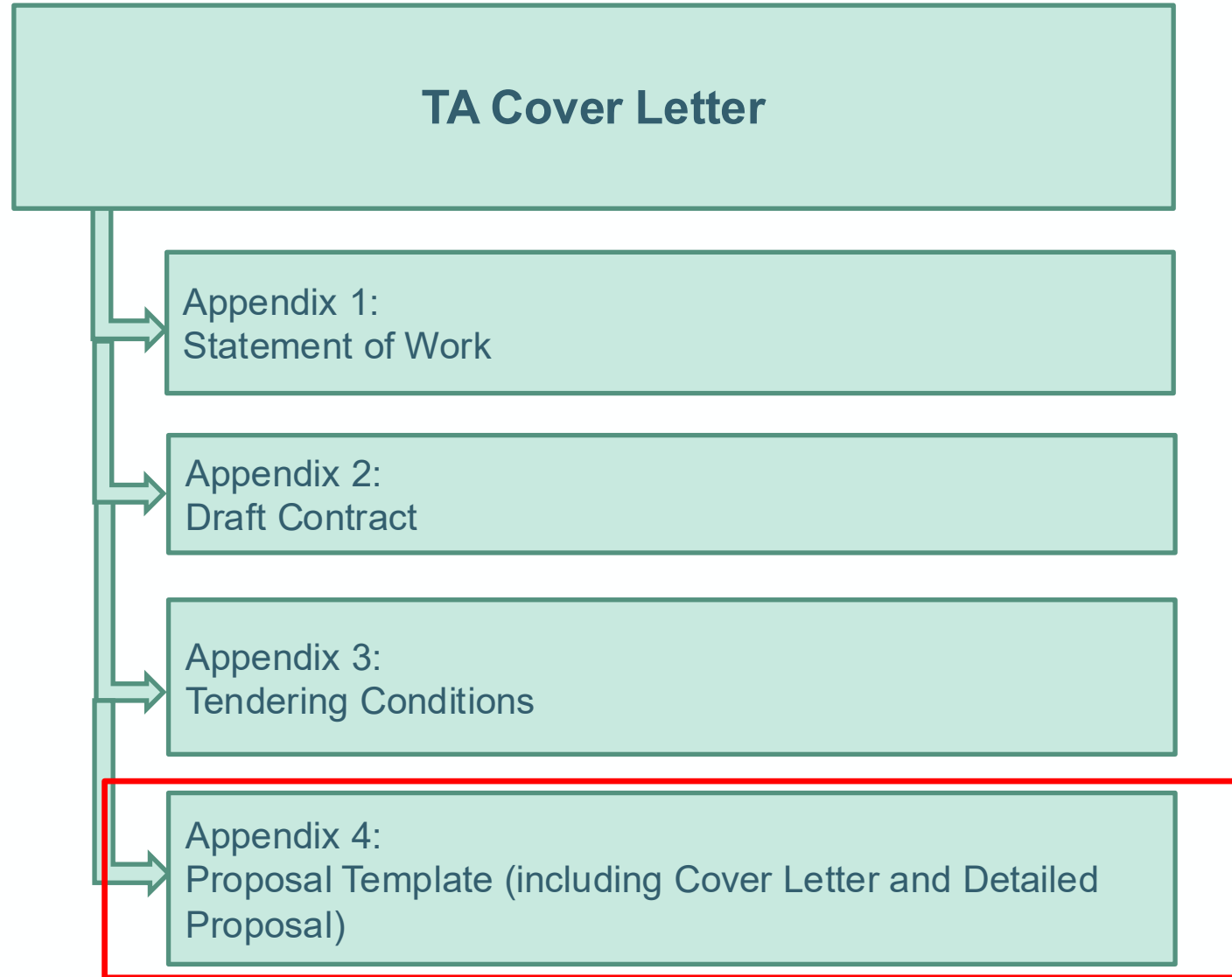




- The EXPRO Tender Conditions or the Tender Conditions for ESA Tender Actions
- What type of Information will you find?
  - Eligibility requirements
  - Communication with ESA – Questions relating to the Tender Action \*
  - Proposal submission conditions
  - Important considerations regarding ESA-STAR
- **The Proposal Template supports compliance with the tender conditions.**

\* With the exception of questions relating to ESA-STAR





## Structure of the Proposal Template:

- Cover Letter**
- Part 1 – Background and Facilities**
- Part 2 – Technical Part**
- Part 3 – Implementation Part**
- Part 4 – Management Part**
- Part 5 – Financial Part**
  - ✓ The PSS forms **MUST** be submitted by both the Tenderer (contractor) and its sub-contractors (one set each).
  - ✓ Please note that all PSS forms **MUST** be signed.
- Part 6 – Contractual Part**

## IMPORTANT INFORMATION

- All **red font** paragraphs of the template are for your information only.  
The red font must be deleted.
- NO CHANGE** in the structure, title headings, margins, font are allowed.
- When submitting to ESA-STAR, **separate the Cover Letter from the detailed and completed Proposal Template.**
- When submitting to ESA-STAR, **CVs shall be submitted only in the designated sub-folder “Curricula Vitae”**, specifically designed to protect personal data.
- Proposal Template and Annexes (incl. PSS forms) shall be submitted in **one single file or separated per proposal elements/parts**, depending on the tendering conditions.

# The Tender Evaluation

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- ❖ TEB is composed of technical ESA staff that are experts in the specific area of the proposal.
- ❖ Statement of Non-Disclosure and Non-Interest Form signed by all TEB members.
- ❖ The TEB members convene to discuss comments and mark the proposals, according to the Evaluation Criteria defined in the Cover Letter of the Tender Action.
- ❖ The weighting factors which are indicated in the Cover Letter are applied to the proposals with a mark equal or above acceptability (40) in **every** criteria
- ❖ A TEB report is written, containing all details of the collective evaluation.

## May vary between 3 to 5 evaluation criteria

1. Background and experience (related to the particular field concerned) of the company(ies) and staff (including adequacy of proposed facilities) [→ WF ..% - *typical 10 to 20%*].
2. Understanding of the requirements and objectives and discussion of problem areas [→ WF ..% - *typical 15 to 30%*].
3. Quality and suitability of proposed programme of work; adequacy of engineering approach [→ WF ..% - *typical 20 to 35%*].
4. Adequacy of management, costing and planning for the execution of the work [→ WF ..% - *typical 15 to 20%*].
5. Compliance with administrative tender conditions and acceptance of contract conditions [→ WF ..% - *typical 10%*].

ESA Marking:

100 Perfect

90 Excellent

75 Very good

60 Good

50 Fair

40 Acceptable

0-39 Unacceptable

**Example1:**

WF: 15,25,30,20,10

Criteria 1: Fair, U 50, W 7.5

Criteria 2: Good, U 60, W 15

Criteria 3: Good, U 60, W 18

Criteria 4: Acceptable, U 40, W 8

Criteria 5: Excellent, U 90, W 9

Total: 57.5

**Example2:**

WF: 15,25,30,20,10

Criteria 1: Excellent, U 90, W 0

Criteria 2: Unacceptable, U **30**, W 0

Criteria 3: Good, U 60, W 0

Criteria 4: Acceptable, U 40, W 0

Criteria 5: Excellent, U 90, W 0

Total: 0

- The contact person of the Prime Contractor mentioned in the proposal (see point 5 in the Cover Letter of the Proposal Template) will be informed in writing of the result of the ITT after the Recommended Bid Response has been approved.
- The notification to unsuccessful Tenderers will comprise of the evaluation findings on the tender in question, including the associated marks; any information will be limited to the Tender's own tender.
- Within ten calendar days following the receipt of the above notification, any unsuccessful Tenderer may submit a formal request in writing to the nominated ESA Contracts Officer in order to obtain an oral debriefing explaining the reasons why his tender was not successful. This is strongly encouraged – it is THE way to learn how to improve your proposals.



[www.esa.int](http://www.esa.int)

