



**COOPERATING
FOR SUCCESS:
200 MEETINGS OF
THE ESA COUNCIL
1975–2008**



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1. Foreword



It is June 2008 and the ESA Council is celebrating its 200th meeting, an impressive milestone that has been reached in a period spanning more than 30 years.

This gives us an opportunity both for reflection and remembrance.

I hope that as you thumb through this volume you will enjoy reading the reflections of those who, throughout the years, have contributed to the work of Council.

ESA is a quite unique body in a European context, principally because we at ESA have to produce hardware, not regulations. We know that we have to agree on most subjects. It is of course sometimes a long road that we have to take before we reach a decision, but in the end we tend to agree based on a balance between national interests and loyalty

to ESA. Around the table we respect each other in a way that really shows Europe at its best. This I would say is truly a model example of European cooperation. I believe that the ESA Council has achieved a great deal during these years on a delegate level as well as on a ministerial level. There have been a number of crises which we have successfully overcome by cooperating in an exemplary manner. ESA is built on national priorities balanced with solidarity with ESA, which we all need in order to fulfil our national objectives. The challenge is to keep the right balance between these interests.

Through the years a lot of strong personalities have taken part in ESA Council proceedings. You will see here the full list of participants and find what I hope you will agree are some very interesting contributions.

I really hope that you will find this effort worthwhile and wish you an enjoyable read.

Per Tegnér
Acting Chair of Council

2. Introduction



“The organs of the Agency shall be the Council, and the Director General assisted by a staff.” Those words, taken from our Convention, go to the heart of how ESA operates.

The Director General’s job, again according to the Convention, is to submit proposals concerning policy, programmes and activities, and execute decisions of Council. The Council provides guidelines to the Director General, debates his proposals and takes the relevant decisions, including provision of the appropriate resources. It is the Agency’s decision-making organ, delegating some authority as necessary to the various subordinate bodies created by it.

Inevitably, the respective roles of Director General and Council produce differing emphases. Ambition tempered by realism, on the one hand; realism infused with vision, on the other. But the middle path emerging from the dialogue between them is rarely a straightforward trade-off. For the Council delegates bring to the debate a deep knowledge of the complex area of activity in which we work. To submit a proposal to the Council is to invite creative adjustments, new insights and powerful alternatives. Of course, the exchanges may be tough – diplomatic niceties have never been part of the Council culture.

Cooperation is a difficult thing. Substantial national interests are at stake and conflicts at times seem intractable. But a solution is always found. When the Agency has faced really critical issues, interaction among Member States within Council has consistently proved effective. I think for example of the Ariane flight 517 failure in 2002 or again the challenges arising from the Columbia accident a few weeks later. On such occasions, the Member States have moved quickly to take the right decisions. In the final instance, solidarity always outweighed specific interests. Indeed, the outcome of votes in Council is a good sign of this effective interaction. A majority of decisions do not require unanimity. And yet only a small minority of decisions are taken other than unanimously.

The interaction between Council and the Executive has been one of the keys to a fantastic mission success story, one which has placed Europe in a leading position in some of the most important space domains: space science, Earth science, global Earth observation, meteorology and launch services. This record of success has made ESA a reliable, capable and respected partner on board the International Space Station and a welcome partner in future exploration. The Council and the Executive have changed over the years, but the Agency spirit is solid, built on difficulties and success, and is our best asset for the future. A broader managerial span for the Agency is accompanied by a deepening relationship with the European Union

in particular. The years ahead will thus be years of consolidation for ESA. As this process accelerates, it is reassuring for me as Director General to benefit from the experience, dedication and team-building of the ESA Council.

Jean-Jacques Dordain
ESA Director General



Signature of the ESA Convention and of the Final Act of the Conference of Plenipotentiaries, Paris, 30 May 1975.

3. Reminiscences of participants at Council

Roy Gibson

ESA Director General, 1975–80



The opening Council meetings in 1975 were marked by a generalised feeling of relief – verging on disbelief – that the long period of gestation for ESA

was over. It took several meetings for both Delegations and Executive to assume their new roles and responsibilities. It would be an exaggeration to describe this as a honeymoon period – unless these are nowadays more turbulent than we are led normally to believe – but there was certainly a will to help get the new Agency up and running.

National interests, never far from the surface in the governing bodies of international organisations, were not forgotten, but there was a collective effort not to allow them to hinder progress after the rather sterile years of preparation. Delegates, one felt, supported the creation of the Agency and wanted to see it succeed. It is correct to say ‘delegates’ rather than ‘delegations’ or ‘Member States’, because progress was made mainly by a handful of delegates who invested themselves in ESA, sometimes beyond the knowledge of their parent authorities. Indeed, once the ESA Convention had been agreed, governments in general seemed to lose

interest in their new creation, and it was left to delegates to carry it forward.

That the merger of ELDO with ESRO was successfully consummated, and the resultant ESA was able to achieve so much in the first five years, owe much to the efforts of these ‘pioneer’ Council delegates. It could all so easily have come apart in those first years, but Council managed to hold it together.

Wolfgang Finke

Chair of Council, 1975–78

Original German text follows in italics



When the plenipotentiaries of the Federal Republic of Germany, the Kingdoms of Belgium, Denmark, Sweden and the Netherlands, Spain, the French

Republic, the Italian Republic, the Swiss Confederation, and the United Kingdom of Great Britain and Northern Ireland signed the Convention for the establishment of a European Space Agency on 30 May 1975 in Paris, they were conscious that they had just taken a momentous step that would improve scientific and technical cooperation in the areas of space research and space technology.

They were also well aware that at that time Europe was lagging far behind the

USA and the Soviet Union in precisely those areas. However, even the greatest optimists among those gathered together that day in Paris could not have foreseen the very different position Europe's space sector would find itself in relative to its international rivals just 33 years later.

The birth of the Convention of 30 May had not been unproblematic. Six weeks before, at the Brussels ministerial meeting at which final discussions on the draft text were held, the problem of future funding for Kourou once again looked set to unravel all the painstakingly negotiated compromises. As far back as November 1968, at the European Space Conference in Bonn, Belgium, seizing on a Dutch proposal, suggested setting up a unified European space agency.

Yet it was another four years before the European Space Conference on 20 December 1972 decided to form a new organisation called the European Space Agency (ESA) out of the European Space Research Organisation (ESRO) and the European Launcher Development Organisation (ELDO). This decision was confirmed on 31 July 1973. It then took almost two years for the actual signing of the new Convention and yet more years until the final instrument of ratification was deposited, if my memory serves me correctly, by France in Paris.

However, this had no impact whatsoever on the new organisation's work programme, set forth in detail earlier in

the 'Package Deals'. In the first of these, the ESRO Programme, previously restricted to research projects, was in December 1971 expanded to include the development of applications satellites, but only in the framework of voluntary participation to be negotiated by the interested ESRO Member States. It was on this basis that the Meteosat project came into being in 1972 and then OTS in 1973.

The second Package Deal, reached at the European Space Conference at the end of July 1973, went much further. It contained a French proposal to renew attempts to develop a three-stage launch vehicle, a plan to contribute to America's post-Apollo programme, and one to develop, for maritime purposes, a special satellite based on the OTS platform. What was new in all of this was that for each of the three projects a single country would assume a clear leading role. For LIII-S (later Ariane), it would be France; for Europe's contribution to NASA's post-Apollo programme, later the Spacelab project, it would be Germany; and for MAROTS, the United Kingdom. When ESA began work officially on 30 May 1975, activities continued uninterrupted on these projects, albeit now under its umbrella.

Again, continuity was the watchword when it came to staffing of the new organisation and the location of its facilities: ESTEC in Noordwijk, ESOC in Darmstadt and ESRIN in Frascati. The headquarters remained in the Paris region, initially in rather cramped offices in Neuilly,

before moving not long after to the current location in rue Mario Nikis. The first ESA Director General was Roy Gibson, who had previously served as Acting Director General of ESRO. The Directors of the new Agency were no newcomers to the space business either. Most were from the predecessor organisations, ESRO and ELDO. Equally, the ESA Council was for the most part made up of the same people who in the preceding years had sat on its ESRO equivalent. I too had represented my country on the ESRO Council since 1973. I now found myself elected to the Chair of the ESA Council for a year, and was subsequently re-elected twice.

From the outset a good atmosphere reigned at Council; there was a feeling of mutual trust combined with a readiness to work together constructively. Each one of us was determined to finally make a success of this new start after the many turbulent episodes we had been through in the past, the unsuccessful Europa rocket programme and the earlier wrangling over priorities for individual projects. This all made my job much easier — which is not to say that we didn't have our fair share of problems. Needless to say, the national interests of Member States, or at least what their representatives took to be their national interests, did not simply go away overnight.

Increases in project costs and the funding problems of individual Member States remained a constant concern. The absence of a European currency and the differing

inflation rates in the various countries brought additional difficulties. We were helped, however, by the fact that we agreed to meet in restricted number prior to official Council meetings for preliminary discussions on the positions of the various delegations and to work together to seek compromise solutions in advance.

These discussions within what we then referred to as the 'Bureau' were, in addition to the Chair and usually the Director General, attended only by Heads of Delegation, so initially no more than a dozen people who, moreover, had known each other for a long time. Not only did this limit the chances of nasty surprises being sprung in the official meeting, but it also meant that in the informal discussions after Bureau sessions one could more accurately gauge the chances of securing specific compromise solutions and sometimes even bring about a change of opinion, at least obtaining an 'ad referendum', or prevent a proposal from being blocked. The practice of convening the Bureau before the Council meeting was later discontinued, largely due to the increasing number of participants as time went on.

According to the ESA Convention, Council is composed of representatives of the Member States and meets as required at delegate or at ministerial level (Article XI, 1 and 2). During my time, the delegates were generally government officials of the various Member States, also responsible domestically for their countries' space

involvement. They therefore had a good grasp of the subject, but limited room for manoeuvre politically. At times, when decisive measures had to be taken, this was insufficient and ministers would be consulted. This had already become the tradition prior to 1975 when dealing with European space matters.

July 1966 saw a first such ministerial conference take place in the framework of ELDO, with a second being held in April 1969. Before that in Paris there had been the first in a whole series of European Space Conferences, the second being in July 1967 in Rome, the third in mid-November 1968 in Bonn-Bad Godesberg, the fourth in July 1970, which, like all subsequent ones, was held in Brussels, the fifth in December 1972, the sixth at the end of July 1973 and the seventh and final one on 15 April 1975.

For ESA, following the signing of the Convention on 30 May 1975 in Paris, the first Council meeting at ministerial level was held in February 1977 under the chairmanship of the Italian Minister Mario Pedini, also in Paris. These ministerial gatherings did not always result in breakthroughs or even in significant progress being made. Often, one could almost say, their sole advantage was that the ministers would at least spend a number of hours earnestly grappling with the subject at hand before eventually confirming what had previously been negotiated. But at times — with the right preparation — they were truly decisive and

set genuine milestones. Not infrequently also, Chairs, eager to point to a personal success, would go significantly further than what they had previously considered the minimum essential, further even than they themselves had instructed their delegation to go. The outcome tended to be progress for ESA.

When the ESA Council assembles for its 200th meeting on 18–19 June in Paris, it will be operating in a world so dramatically altered from that which existed at the time of its first meeting in the early summer of 1975 that one can barely even compare the two. In space matters Europe has certainly come of age in the intervening 33 years. When discussions took place in Rome in January 1985 on extending European autonomy to space, the objective may have seemed ambitious indeed, yet today the objective has largely been achieved.

European space research — always one of our strengths — is among the best in the world. European weather and Earth observation satellites have become an everyday part of our world. Europe's disastrous early attempts at launcher development are now forgotten and its independence in that area has long been a given. Columbus, having been firmly attached to the International Space Station, is now one of its key elements. The *Jules Verne* ATV, with its tonnes of cargo, is now docked to the Station and will be used to reboost it to a higher orbit. Galileo, it would now appear, is well on the way to also making Europe independent of foreign

systems in the areas of positioning and navigation.

Taking all of this into account, Europe is in a stronger position as a partner for increasingly extensive international cooperation than it has ever been. In my statement to the US House of Representatives Subcommittee on Space Science and Applications on 17 May 1978, I bemoaned, "It is one of the basic difficulties of any collaboration with the United States in space that for the others it is almost always uphill fighting." This can no longer be said to be true. Partnership with Russia is also now a reality. In that previous era, cooperation with the Soviet Union would have been quite unthinkable.

Future projects will require that we cooperate with both of those partners, but they too will need Europe. The question remains open as to what these future projects may be. Some of the proposals go very far indeed, perhaps too far at times. In its history so far, ESA has consistently managed to plot a successful course. I am convinced that this will also remain true of its future.

Als die bevollmächtigten Vertreter des Königreichs Belgien, des Königreichs Dänemark, der Bundesrepublik Deutschland, der Französischen Republik, der Italienischen Republik, des Königreichs der Niederlande, des Königreichs Schweden, der Schweizerischen Eidgenossenschaft, Spaniens und des Vereinigten Königreichs

Großbritannien und Nordirland am 30. Mai 1975 in Paris ein Übereinkommen zur Gründung einer Europäischen Weltraumorganisation unterzeichneten, war ihnen bewusst, einen wichtigen Schritt zur besseren wissenschaftlichen und technischen Zusammenarbeit auf dem Gebiet der Weltraumforschung und der Raumfahrttechnik besiegelt zu haben. Nicht unklar war ihnen aber auch, dass Europa auf eben diesen Gebieten damals meilenweit hinter den Vereinigten Staaten von Amerika und der Sowjetunion zurücklag. Was jedoch selbst die größten Optimisten unter den seinerzeit in Paris Versammelten nicht ahnen konnten, war, in welcher anderen Situation sich Europa im internationalen Vergleich mit seinen Weltraumaktivitäten dreiunddreißig Jahre später befinden würde.

Das Übereinkommen vom 30. Mai war eine schwere Geburt gewesen. Noch sechs Wochen vorher, Mitte April 1975, schien beim Ministertreffen zur abschließenden Behandlung des Vertragsentwurfs in Brüssel das Problem der künftigen Finanzierung von Kourou noch einmal alle mühsam ausgehandelten Kompromisse in Frage zu stellen. Dabei hatte schon im November 1968 auf der Europäischen Weltraumkonferenz in Bonn Belgien einen niederländischen Vorschlag aufgegriffen und vorgeschlagen, eine einheitliche europäische Weltraumorganisation zu schaffen. Doch erst vier Jahre später beschloss die Europäische Weltraumkonferenz am 20.

Dezember 1972, aus der Europäischen Weltraumforschungs-Organisation (ESRO) und der Europäischen Organisation für die Entwicklung und den Bau von Raumfahrzeugträgern (ELDO) eine neue Organisation mit dem Namen Europäische Weltraumorganisation (ESA) zu bilden. Dieser Beschluss war am 31. Juli 1973 bestätigt worden. Aber noch einmal vergingen knapp zwei Jahre, bis es wirklich zum Abschluss des neuen Übereinkommens kam, und auch dann dauerte es noch einmal Jahre, bis auch die letzte Ratifikationsurkunde – es war, wenn ich mich recht erinnere, die französische – in Paris hinterlegt war.

Auf das Arbeitsprogramm der neuen Organisation hatte das keinen Einfluss mehr. Es war mit den sogenannten „Package Deals“ schon vorher weitgehend festgelegt worden. Im ersten von ihnen wurde im Dezember 1971 das bis dahin nur Forschungsprojekte umfassende ESRO-Programm erweitert und sollte in Zukunft auch, aber nur im Rahmen einer jeweils auszuhandelnden freiwilligen Beteiligung der interessierten ESRO-Mitgliedstaaten, die Entwicklung sogenannter Anwendungssatelliten einschließen. Auf dieser Grundlage kam es 1972 zum Projekt Meteosat und 1973 zum OTS-Projekt. Der zweite „Package Deal“, der auf der Europäischen Weltraumkonferenz Ende Juli 1973 abgeschlossen wurde, ging noch wesentlich weiter. Er enthielt den französischen Vorschlag, einen neuen Anlauf zur Entwicklung einer dreistufigen

Trägerrakete zu unternehmen, die Absicht, sich am amerikanischen Post-Apollo-Programm zu beteiligen, und für maritime Zwecke einen speziellen Satelliten auf der Basis der OTS-Plattform zu entwickeln. Das Neue daran war, dass für jedes der drei Vorhaben jeweils ein Land eine klare Führungsrolle übernehmen sollte. Für LIIS, die spätere Ariane, war das Frankreich, für die Beteiligung am Post-Apollo-Programm der NASA, das spätere SPACELAB-Projekt, Deutschland und für MAROTS Großbritannien. Als die ESA de facto am 30. Mai 1975 ihre Arbeit aufnahm, ging die Arbeit an diesen Vorhaben unter ihrem Schirm ohne Unterbrechung weiter.

Kontinuität war das bestimmende Element auch für die personelle Ausstattung der neuen Organisation und für die Standorte ihrer Einrichtungen: ESTEC in Noordwijk, ESOC in Darmstadt und ESRIN in Frascati. Die Hauptverwaltung blieb in Paris, zunächst und ziemlich beengt in Neuilly, bald aber an ihrem jetzigen Platz in der rue Mario Nikis. Erster Generaldirektor der ESA wurde Roy Gibson, der vorher kommissarischer Generaldirektor der ESRO gewesen war. Auch die Direktoren der neuen Organisation waren keine Neulinge in Weltraumangelegenheiten. Die meisten kamen von den beiden Vorgängerorganisationen ESRO und ELDO. Gleiches galt für den ESA-Rat. Im Wesentlichen waren es dieselben Mitglieder, die in den letzten Jahren schon Mitglied des ESRO-Rats gewesen waren.

Auch ich hatte schon seit 1973 unser Land im ESRO-Rat vertreten. Nun war ich für ein Jahr zum Vorsitzenden des ESA-Rats gewählt worden und wurde danach noch zweimal wiedergewählt.

Von Anfang an herrschte im Rat eine gute Atmosphäre, gegenseitiges Vertrauen und die Bereitschaft zu konstruktiver Zusammenarbeit. Jeder von uns war bestrebt, dem Neuanfang nach den oft so kritischen Phasen der Vergangenheit, dem Scheitern der EUROPA-Rakete und dem früheren Gerangel um Prioritäten für einzelne Projekte endlich zum Erfolg zu verhelfen. Das hat mir meine Arbeit sehr erleichtert. Probleme gab es dennoch genug. Die nationalen Interessen der Mitgliedstaaten oder das, was deren Vertreter dafür hielten, waren selbstverständlich nicht über Nacht verschwunden. Kostensteigerungen bei den Projekten und Finanzierungsprobleme einzelner Mitgliedstaaten blieben ständige Sorgenkinder. Das Fehlen einer europäischen Währung und unterschiedliche Inflationsraten in den einzelnen Ländern brachten zusätzliche Schwierigkeiten. Hilfreich war es dabei, dass wir uns darauf geeinigt hatten, die Positionen der einzelnen Delegationen vor der offiziellen Ratssitzung in einer Vorbesprechung im kleinen Kreis zu erörtern und gemeinsam schon vorab nach Kompromissmöglichkeiten zu suchen. An diesen Vorbesprechungen, wir nannten das damals „das Büro“, nahmen außer dem Vorsitzenden und meist auch dem Generaldirektor nur die Leiter der

einzelnen Delegationen teil, anfangs also nicht mehr als ein Dutzend Leute, die sich zudem seit langem kannten. Das verhinderte nicht nur weitgehend, dass es in der offiziellen Sitzung unangenehme Überraschungen gab, es ermöglichte auch, in persönlichen Gesprächen nach dem „Büro“ die Chancen bestimmter Kompromissformeln genauer auszuloten und manchmal sogar, wenigstens ad referendum eine Meinungsänderung zu bewirken oder eine Blockade zu verhindern. Die Praxis des „Büros“ vor der Ratssitzung ist später nicht fortgesetzt worden. Die größere Anzahl der zu Beteiligten hat dazu im Laufe der Zeit wesentlich beigetragen.

Der Rat besteht nach dem ESA-Übereinkommen aus Vertretern der Mitgliedstaaten und tritt nach Bedarf auf Delegierten- oder Ministerebene zusammen (Artikel XI Absätze 1 und 2). Die Delegierten waren zu meiner Zeit in aller Regel Regierungsbeamte der einzelnen Mitgliedstaaten, die zugleich zuhause für die Raumfahrtengagements ihres Landes verantwortlich waren. Sie kannten sich also in der Materie gut aus, aber ihre politische Manövriermasse war beschränkt. Für entscheidende Weichenstellungen reichte das zuweilen nicht aus. Dann waren die Minister gefragt. Das hatte in europäischen Raumfahrtangelegenheiten schon vor 1975 Tradition. Im Juli 1966 kam es im Rahmen der ELDO zu einer ersten solchen Konferenz der Minister, gefolgt von einer zweiten im April 1969. Schon vorher kam

es in Paris zur ersten einer ganzen Serie Europäischer Weltraumkonferenzen, mit der zweiten im Juli 1967 in Rom, der dritten Mitte November 1968 in Bonn-Bad Godesberg, der vierten im Juli 1970; sie fand, wie alle folgenden, in Brüssel statt, die fünfte im Dezember 1972, die sechste Ende Juli 1973 und die siebte und letzte am 15. April 1975. Für die ESA folgte auf die Vertragsunterzeichnung am 30. Mai 1975 in Paris eine erste Ratstagung auf Ministerebene im Februar 1977 unter der Leitung des italienischen Ministers Pedini in Paris. Nicht immer wurden bei diesen Zusammenkünften der Minister Durchbrüche oder auch nur große Fortschritte erzielt. Oft bestand ihr besonderer Vorzug beinahe nur darin, dass sich die Minister wenigstens für Stunden überhaupt ernstlich mit der Materie befassten und schließlich bestätigten, was vorher ausgehandelt worden war. Aber manchmal waren sie – gehörige Vorbereitung vorausgesetzt – wirklich entscheidend und setzten echte Meilensteine. Es kam auch vor, dass zumindest der Vorsitzende im Bestreben, einen persönlichen Erfolg vorweisen zu können, nicht selten ganz erheblich über das hinausging, was er vorher für unabdingbar gehalten und seinen Leuten als Weisung auf ihren Weg mitgegeben hatte. Dem Fortschritt des Ganzen kam das zugute.

Wenn der Rat der Europäischen Weltraumorganisation ESA am 18./19. Juni in Paris zu seiner 200. Sitzung zusammentritt, wird er in einer Welt

agieren, die sich von der ersten Sitzung im Frühsommer 1975 so wesentlich unterscheidet, dass es schwer fällt, beide noch aufeinander zu beziehen. Europa ist auch in Sachen Weltraum in diesen dreiunddreißig Jahren mündig geworden. Was in den Diskussionen im Januar 1985 in Rom noch als hehres Ziel erschien, auch bei den Weltraumaktivitäten europäische Autonomie zu erreichen, ist heute weitgehend Realität. Die europäische Weltraumforschung, schon immer eine unserer Stärken, zählt zur Spitzengruppe. Europäische Wetter- und Erdbeobachtungssatelliten sind selbstverständliche Bestandteile unserer Welt geworden. Das Debakel des Anfangs der europäischen Trägerentwicklung ist vergessen und Europas Eigenständigkeit hier längst unbestritten. Columbus ist fest mit der Internationalen Raumstation verbunden und zu einem wichtigen Element von ihr geworden. Das ATV Jules Verne hat mit Tonnen von Nutzlast dort angedockt und wird die ganze Station wieder auf eine höhere Umlaufbahn schieben. Galileo ist, wie es nun aussieht, auf gutem Wege, Europa auch in Sachen Ortsbestimmung und Navigation von fremden Systemen unabhängig zu machen.

Mit all dem ist Europas Position als Partner weiterreichender internationaler Kooperationen stärker denn je geworden. In meiner Rede vor dem Unterausschuss „Weltraumwissenschaft und Anwendungen“ des Wissenschafts- und Technologieausschusses des

amerikanischen Repräsentantenhauses hatte ich am 17. Mai 1978 noch beklagt: „It is one of the basic difficulties of any collaboration with the United States in space that for the others it is almost always uphill fighting“. Davon kann heute keine Rede mehr sein. Auch eine Partnerschaft mit Rußland ist heute Wirklichkeit. Damals war eine Zusammenarbeit mit der Sowjetunion noch ganz unmöglich gewesen. Für künftige Vorhaben werden wir die Kooperation mit beiden Partnern brauchen, wie auch umgekehrt sie Europa brauchen werden. Worin diese künftigen Vorhaben bestehen werden, ist noch weitgehend offen. Manche der Vorschläge gehen sehr weit und einige vielleicht zu weit. In ihrer bisherigen Geschichte hat die Europäische Weltraumorganisation bewiesen, dass sie ihren Weg finden und erfolgreich sein kann. Ich bin überzeugt, dass dies auch für die Zukunft gültig bleiben wird.

Harry Atkinson

Chair of Council, 1984–87



ESA is a remarkable and, in many ways, unique organisation. It has brought together European scientists and industry to form a powerful body

with great achievements: in advancing knowledge of the universe from the 'Big Bang' on, and in developing spacecraft and space transport systems for many practical purposes from remote sensing to communications. Europe has thus been able to compete and cooperate with the rest of the world. No single country in Europe could have done this alone.

The seeds of the Agency were both political and scientific. After 1945, French and German leaders sought ways of binding Western European countries together so that war between them could never happen again. At the same time key European scientists (such as Amaldi, Auger and Massey) knew that only in cooperation could they mount missions for better understanding the Earth and the Cosmos. Science had won the war – and politicians were sure it could win the peace. These scientists were used to cooperation, including with NASA, and formed a remarkable 'mafia' each able to influence their own politicians.

An early step towards these objectives was the European Space Research Organisation, formed in 1964 and GDP-funded. ESRO worked quite well initially, but soon saw the need for practical space applications. Here, the major countries had quite different objectives with different financial demands: France wanted 'autonomy', and therefore launchers; Germany wanted to work with the US (Spacelab); and Britain

wanted communications satellites (and a comprehensive space agency).

After several years of discussion, and a number of meetings at ministerial level, an inspired solution emerged in 1973 at the Palais d'Egmont (at which I was present). An R&D agency would be created with a core of science and technology (GDP-based and enshrined in the Convention despite the wishes of some delegations regarding a science programme), plus optional *à la carte* programmes funded according to national interest. The latter included applications satellites and space transport systems, and an industrial policy with *juste retour*, partly to encourage industry in smaller countries. This 'package deal' was brilliantly conceived and had been largely implemented, despite the substantial additional resources needed, by the time of the ministers' meeting in Rome in 1985 (when I was Council Chairman).

The 'Spirit of Rome' was intoxicating. The ministers, celebrating past successes, developed a great rapport. Wonderful new ideas emerged: from France, Hermes and from Britain, HOTOL. Man in space was promoted. But governments were increasingly faced with economic realities and this concept of a bright new world could not be fully sustained in succeeding years.

A great strength of ESA has been its strong Council, with meetings at

ministerial level only when major political or financial problems demanded. I found chairing the Council fascinating: each delegation often seemed to conform to its national stereotype, but with a strong dedication to the common cause.

A final word: a highlight of my period as Chairman was the Giotto mission to Halley's Comet. I remember particularly being at Darmstadt in 1986 for the encounter: a truly worldwide occasion including key representatives from the US, USSR and Japan, all of whom had contributed to its success. ESA had truly come of age.

Peter Creola

Swiss Delegate, ESRO and ESA Council, 1971–80
Vice Chair of Council, 1987–90
Head of Swiss Delegation, 1988–2002



After the ESA Convention had been signed, it took several years for it to be ratified in all the Member States. Pending the entry into force of the ESA Convention, the legal framework

for the execution of the programmes which had been determined by the second Package Deal was provided by ESRO. In legal terms, this was a practical and efficient solution. However, it had

the major disadvantage that, for several precious years, ESA would remain unknown to the public.

I consulted the ESRO Convention and found an elegant solution to the problem in the wording of Article 1. The article did not say 'The European Space Research Organisation is hereby established' but 'A European Space Research Organisation is hereby established'. By using this wording, the ESRO Convention did not in fact ascribe a name to the organisation of which it was speaking, but simply described its nature. My conclusion was that the ESRO Council was therefore free to change the name at any time.

Hence, the Swiss Delegation proposed that ESRO's name be changed to 'ESA'. This proposal was accepted unanimously. It was thus that ESA was able to begin its activities in 1975, despite the fact that its legal basis remained that of ESRO until the ESA Convention finally came into force in 1980. The first meeting of the ESA Council, the governing body of the organisation, was therefore able to take place in June 1975, and to address the many pressing issues on its agenda. Also, the first official ESA satellite, the cosmic ray observatory COS-B, was launched only weeks later, on 9 August. Five precious years, in terms of image-building, had been gained.

Reimar Lüst

ESA Director General, 1984–90



I don't know how many Council meetings I have attended, first as Scientific Director of ESRO and as a German delegate from 1961 to 1971 and later, from 1984 to 1990, as

ESA Director General. Some of these meetings were easy, some more difficult. The most difficult ones were those with points on the agenda requiring a unanimous vote. On one occasion I exploded, and remarked that dealing with Council was more difficult than dancing with an octopus. However, at the end of each Council meeting I felt relief since in most cases Council had accepted all the important points.

Ministerial Council meetings are the most demanding. They always have to be prepared very carefully. In my period as Director General, two Ministerial Council meetings took place, in 1985 in Rome and in 1987 in The Hague.

In Rome, the important issue was the scientific budget. I had proposed a yearly increase of 7%. The UK Delegation with Minister Geoffrey Pattie at its head was the most outspoken against this. After lengthy discussions, particularly in the evening, Geoffrey Pattie was ready to

accept a 5% increase on condition that the new launcher concept from the UK, HOTOL, was included in the future plan. When the final vote with the 5% increase and including HOTOL was taken, Minister Hubert Curien, the Head of the French Delegation, raised his hand and stated: "I accept HOTOL but we should call it Ariane-6."

At the Hague Ministerial meeting, the UK Delegation was led by Kenneth Clarke. He was strictly opposed to the space station and even more so to Hermes. At the dinner on the evening before the meeting, he asserted that Council would be mad to accept the Director General's proposals.

The next day, Heinz Riesenhuber, the German Minister, was elected Chairman. The normal procedure at the start of the meeting is that each delegation makes an opening statement. I suggested to the Chairman that he should not start as normally with the beginning of the alphabet, namely with Belgium, but that he should instead start with the end of the alphabet, with the UK. So Clarke made his forceful statement at the beginning and was unable to react to the statements of the other delegates. Finally the Director General's proposal was accepted, with the only dissenting vote coming from the UK. The day after the Hague meeting, I got a personal letter from President Mitterrand, thanking me for my successful pursuit of European interests.

The ESA Council with its delegates has

always impressed me. Each delegate has a two-fold duty: representing the interests of their Member State and, on the other hand, striving, within ESA, for European cooperation. The delegates are very proud to be members of the 'club' known as the ESA Council.

Carlo Buongiorno

Head of Italian Delegation, 1985–89



It is with great enthusiasm that I have turned to the task, at the invitation of the Director General of ESA Jean-Jacques Dordain, of writing a small piece on some of my

memories of my time as Head of the Italian Delegation to the ESA Council from 1985 to 1989. Indeed I consider this period to be one of the most important and exciting of my very long space career, because I was fortunate enough to make my contribution to the definition and initial development of a series of highly ambitious programmes aimed at allowing Europe's space efforts to be spoken of in the same breath as those of the USA and the Soviet Union.

During those years, which I like to think of as ESA's 'Roaring Eighties', the Italian Delegation made continuous efforts at Council and on the various Boards to pursue as final goals a Scientific

Programme of great value – the Giotto mission to Halley's Comet was an example – as well as a substantial and wide-ranging technology programme allowing Europe to cooperate in the International Space Station through Columbus and to enhance European capabilities in the domain of space transportation with Ariane-5 and Hermes. This Italian Delegation policy was strongly supported by Minister Luigi Granelli, who believed profoundly that cooperation in space activities was the best means of cementing European political unity and transatlantic cooperation.

In this context I recall the initiative to invite to Italy, for a working weekend, the Heads of Delegation of France, the UK and Germany to discuss and comment on the final programmatic document prepared by Reimar Lüst. I chose as venue for the meeting the 14th century Villa La Massa near Florence. It was April 1987, the weather was very mild and the Tuscan landscape was beautiful. The participants were Frédéric d'Allest and Daniel Sacotte for France, Roy Gibson and Jack Leeming for the UK, Jan-Baldem Menniken and Hermann Strub for Germany and Alessandro Minuto Rizzo and myself, of course, for Italy. We spent the entire day Saturday discussing in a very thorough yet informal way all the main critical points regarding costs, national industrial return, who would perform the leading roles and the principal political issues such as the largest Member State contributions and international cooperation.

The meeting ended on the Saturday night with a dinner in the main reception room of the Villa La Massa to which ladies were also invited. During the dinner, the electrical system unexpectedly failed. The waiters immediately brought two large chandeliers and we were able to continue our pleasant dinner and discussions in a very romantic candlelit atmosphere that was greatly appreciated by the ladies. This event proved the perfect means of securing a successful meeting at which a true European spirit was the key element. On the Monday I was able to call Reimar Lüst to tell him that we fully agreed with his document. The following Council at ministerial level in The Hague turned out to be a success and a great ESA was born.

Alessandro Minuto Rizzo

Italian Delegate, 1986–92



I remain a great supporter of the Agency and consider it to be the most modern of the various international organisations I have dealt with in my career.

People working at ESA do not sufficiently appreciate the advantages of a decision-

making process based in substance on a majority vote. The importance of being able to take decisions is enormous and in the end it saves a lot of money. A second feature I like is the non-ideological nature of the environment and the open mentality that usually prevails.

If you ask me what I like less, I would say that the other side of the coin of intellectual honesty is an occasional inability to publicise its scientific achievements well enough.

I have not many anecdotes to report in spite of having made many friends there. What is more important is the memory of a good group of people of a high intellectual standard working together to achieve common goals in a pleasant environment.

I was a member of Council for six years and chaired the AFC and many common bodies, largely exceeding the normal tour of duty. It was difficult for my authorities to extract me from the Agency as I had come to take such an enormous interest in space affairs.

Henrik Grage

Chair of Council, 1987–90



My term as Chair of Council coincided with Professor Reimar Lüst's time as Director General. For both of us this was a period characterised by the mantra that 'teamwork must

be the standard for ESA'. This is still as valid today and, I believe, still a prerequisite for the success and future development of our organisation.

Looking back on these years, I recall a quite turbulent chairmanship – actually not such a big surprise considering the decisions taken on issues such as:

- an increase in the Level of Resources 1988–92;
- a new method of calculating return coefficients;
- the ground segment associated with in-orbit infrastructure operations.

This is just to mention a few of the difficult questions. There was also the insistence by delegations at every Council meeting on keeping the balance right between infrastructure and user programmes. These were difficult subjects requiring political will and flexibility. Not always so easy: the Council meeting at ESTEC in June 1989 forced me to concede that for delegations to

understand the correct interpretation of 'teamwork' I needed to make frequent and enthusiastic use of my hammer.



Courtesy: G. Hoogeboom

Heinz Riesenhuber

Chair of Council at Ministerial Level,
The Hague, 1987

Original German text follows in italics



1985 and 1987 were without doubt years of huge significance for the European space sector. In each of those years, an ESA Council meeting at ministerial level took place at which

crucial decisions were taken, the effects of which, with respect to Europe's space efforts, are felt to this day. After attending the Rome ministerial conference of 1985 as Head of the German Delegation, two years later I was accorded the great privilege of being selected by the European delegates to chair the conference.

In the mid-1980s the European space sector was at a crossroads. The 1970s European space programmes having come to an end, a fresh course had to be set for the future. Building on the experience acquired from the Ariane-4 and Spacelab programmes, a plan gradually took shape to produce a European space programme that would bring autonomy and serve to consolidate western European political and economic independence.

In the early 1980s, in a number of global economic summits discussions took place on fundamental questions relating to space before in 1984 then US President Ronald Reagan invited Europe to participate in America's Space Station 'Freedom' initiative. The following year, ESA's Rome Ministerial Council tasked the Agency with drawing up a 'European Long-term Space Plan' for the period until 2000. This Long-Term Plan was presented to ministers of ESA Member States for decision two years later in 1987 at their conference in The Hague.

The principal objective of the plan was to obtain autonomy for Europe in space. Together the community of ESA Member

States wanted to launch new space programmes that would establish it alongside the United States and the then Soviet Union as the third power in the continued exploration and utilisation of space. The 1987 conference can therefore be described, without exaggeration, as a crucial milestone in the history of Europe's space endeavour. It was the hour of Ariane-5's birth, but also that of the 'Columbus'* programme, for a European in-orbit infrastructure with an element designed to count as Europe's participation in the International Space Station, and lastly that of the Hermes crewed space plane. These three elements were intended to be the cornerstones of a 'coherent European space infrastructure'. In addition to these major programmes, the new space scenario also envisaged a European Data Relay Satellite (DRS), an astronaut training centre, launch and flight control facilities, mission control centres and finally centres to provide support to users from industry and science.

Today, some some twenty years on, Europe can with a degree of pride survey the fruits of the seeds sown at that time. In Ariane-5, Europe has at its disposal one of the most reliable, most powerful and most successful launchers in the world. ESA is now an important and acknowledged partner in the International Space Station, and in the Columbus module Europe possesses one of the most modern and versatile research laboratories on the ISS. In

addition, with the successful first mission of its space freighter to the International Space Station, the ATV *Jules Verne*, Europe has given a striking demonstration of its technological capabilities. With ESA now having established a single, unified European Astronaut Corps, the European Astronaut Centre training facility, Europe's Columbus and ATV control centre as well as user support facilities in many of its Member States, much of what in 1987 still seemed visionary is now impressive reality.

This is not to say that getting there was easy. Indeed, just two years after the 1985 ministerial conference, ESA under its then Director General Reimar Lüst, for whom I have the greatest respect, presented me and my fellow ministers with an overall programme whose costs had more than doubled since the scenario had been presented in Rome. Not only had the Hermes space plane become vastly more expensive, so too had the two other major programmes, Ariane-5 and Columbus. To many of my fellow ministers at the time — to say nothing of my own reaction — this could only be described as a veritable cost explosion. For me personally as Chair of that crucial Ministerial Council, it put me in a very awkward position but I had both a political and naturally a personal interest in steering the conference towards a successful conclusion.

The conference was under further pressure due to a change in the position held by the UK: while in Rome it had

*At that stage the Columbus programme comprised three elements: a module for attachment to the ISS, the 'Attached Pressurised Module' (APM), from which the Columbus laboratory was eventually derived, the visitable 'Man-Tended Free-Flyer' (MTFF) laboratory and the 'Polar Platform' (PPF).

taken a positive view of ESA's new plans for a coherent space programme, two years later in The Hague it distanced itself clearly from its earlier stance and had already begun to scale back its funding of these new programmes. I think it is fair to say that my esteemed British opposite number, Kenneth Clarke, did not exactly make things easy for us. He felt that the tempo proposed for human spaceflight programmes was too high, and made clear that the UK did not wish to take part under such conditions. Consequently, the UK chose not to participate in any of the three big infrastructure programmes: Ariane-5, Columbus and Hermes. I am convinced that Kenneth Clarke, looking back now after twenty years, now views that decision in an entirely different light.

The situation with the Hermes space plane had become critical. As in Rome two years previously, opinions were divided on the subject. It was only shortly before the Hague meeting, one week before as I recall, that breakthrough came with agreement between France and Germany. While France had from the outset seen Hermes as a priority with a view to securing European autonomy and overall coherence, Germany wished, in addition to Ariane-5, then considered beyond discussion, to give priority to the Columbus programme – Europe's contribution to the Space Station. It needed this agreement between France and Germany to smooth the way for a decision on all three programmes: Ariane-5, Columbus and Hermes.

The decisions taken in The Hague on a space infrastructure programme made up of three really major projects demanded quite a lot of ESA Member States at that time, not least from a financial perspective. It is worth remembering in this regard that drastic budgetary restrictions were then in place in some of the Member States. Consequently, the ministers followed my suggestion of reducing the costs of the overall programme by 15–20% and carrying out the work over an extended timeframe. Another matter given consideration was that of pressing the private sector to deliver cost reductions.

The space infrastructure programme was without doubt the most important subject under discussion at The Hague. Besides that, however, ministers also decided on an expansion of the science programme and on a policy framework for the telecommunications, Earth observation and microgravity research programmes.

Somewhat more than twenty years have gone by since The Hague. Looking back, not everything that was discussed and planned at the Rome and Hague conferences was actually put into practice. Some programmes did not survive the reviews that, by agreement, followed completion of their preliminary phases. Thus, for example, the Hermes development project was halted in 1992 after its pre-development phase. Another

project to suffer this fate was the Man-Tended Free-Flyer (MTFF) laboratory element.

Despite this, what did come out of the 1985 and 1987 conferences as a result of Europe's joint efforts is impressive indeed and has been instrumental in moulding the ESA we know today. The decisions taken at that time helped provide a platform from which to exploit more fully the enormous potential offered by space and to leave options open for the future. For those spacefaring nations gathered under the ESA banner, it was and remains essential to work together on the exploration and utilisation of space, as much in view of their scientific, technological, economic and societal interests as for environmental, foreign and security policy reasons. In 1987, I and my fellow ministers recognised and exploited space as an opportunity.

I find it fascinating to look on, more than twenty years later, as European ministers once again prepare to meet in The Hague, a city that serves as a symbol for what Europe can achieve in space. The upcoming Ministerial Council meeting will see crucial measures being taken on the future of Europe's space sector that will set the pattern for space activities for the years and even decades to come. As in the 1987 Ministerial Council meeting, so in 2008, the order of the day will be to pull together to set new challenges without losing sight of what can realistically be achieved.

Let us set ourselves the challenges, and together exploit space as an opportunity.

Die Jahre 1985 und 1987 waren ohne Zweifel sehr bedeutend für die europäische Raumfahrt. In beiden Jahren fanden ESA-Ratssitzungen auf Ministerebene statt, deren Beschlüsse die europäische Raumfahrt bis zum heutigen Tag maßgeblich und nachhaltig prägen. Nachdem ich als Leiter der deutschen Delegation bereits an der Ministerratskonferenz 1985 von Rom teilgenommen hatte, wurde mir zwei Jahre später anlässlich der Ministerkonferenz von Den Haag das große Privileg zuteil, von den europäischen Delegierten zum Vorsitzenden der Konferenz gewählt zu werden.

Mitte der achtziger Jahre des letzten Jahrhunderts befand sich die europäische Raumfahrt in einem Wandel. Nach dem Ende der europäischen Weltraumprogramme der 1970er Jahre galt es, die Weichen für die Zukunft neu zu stellen. Aufbauend auf den mit den Programmen Ariane-4 und Spacelab gesammelten Erfahrungen reifte der Entschluss, ein auf Autonomie ausgerichtetes europäisches Raumfahrtprogramm aufzulegen, das der Stärkung der politischen und wirtschaftlichen Unabhängigkeit Westeuropas dienen sollte. Anfang der achtziger Jahre wurden auf mehreren Weltwirtschaftsgipfeln grundlegende Fragen zur Raumfahrt diskutiert und 1984 folgte die Einladung

des amerikanischen Präsidenten Ronald Reagan an Europa, sich an der amerikanischen Raumstation „Freedom“ zu beteiligen. Im darauf folgenden Jahr erteilte der auf Ministerebene in Rom tagende ESA-Rat der Europäischen Weltraumorganisation ESA den Auftrag, einen „Langfristigen Europäischen Weltraumplan“ auszuarbeiten, der den Zeithorizont bis zum Jahr 2000 abdecken sollte. Dieser Langfristplan wurde zwei Jahre später, im Jahr 1987 den Ministern der ESA-Mitgliedstaaten in der Konferenz von Den Haag zum Beschluss vorgelegt.

Kernziel dieses Plans war die europäische Autonomie in der Raumfahrt. Gemeinsam wollte die ESA-Staatengemeinschaft neue Programme auflegen, um eine Leistungsfähigkeit in der Raumfahrt zu erreichen, die sie neben den Vereinigten Staaten und der damaligen Sowjetunion als dritte Kraft bei der weiteren Erschließung und Nutzung des Weltraums etablieren sollte. Die Konferenz von 1987 kann man daher ohne Übertreibung als historischen Meilenstein in der Geschichte der europäischen Raumfahrt bezeichnen. Sie war die Geburtsstunde der Ariane-5, des Columbus-Programms für eine europäische In-Orbit-Infrastruktur mit einem Element zur europäischen Beteiligung an der Internationalen Raumstation und des bemannten Raumgleiters Hermes. Diese drei Elemente sollten zu den Grundpfeilern der damals anvisierten „kohärenten europäischen Weltrauminfrastruktur“ werden. Neben diesen Großprogrammen sah das neue europäische

Weltraumszenario noch einen eigenen Datenübertragungssatelliten (DRS), ein Astronautenausbildungszentrum, Start- und Flugkontrolleinrichtungen, Missionskontrollzentren und schließlich auch Zentren für die Unterstützung der Nutzer aus Industrie und Wissenschaft vor.

Mit einigem Stolz kann Europa heute, etwa zwanzig Jahre später, auf die Früchte der damals gelegten Saat blicken: Mit Ariane-5 verfügt Europa über eine der zuverlässigsten, stärksten und erfolgreichsten Trägerraketen der Welt. Bei der Internationalen Raumstation ISS ist die ESA ein wichtiger und anerkannter Partner und mit dem Columbus-Modul besitzt Europa eines der modernsten und vielseitigsten Forschungslabore der Internationalen Raumstation. Zudem hat Europa seine technologische Leistungsfähigkeit und Kompetenz mit der erfolgreichen ersten Mission des Raumfrachters ATV „Jules Verne“ zur ISS nachhaltig unter Beweis gestellt. Mit dem Aufstellen eines eigenen europäischen Astronauten-Corps, eines eigenen Astronauten-Trainingszentrums (EAC), eigener Missionskontrollzentren für Columbus und ATV und eigener Nutzerunterstützungseinrichtungen in vielen der ESA-Mitgliedstaaten, wurde vieles, was 1987 noch visionär erschien, zur beeindruckenden Realität.

Doch der Weg dorthin war nicht einfach.

So legte die ESA unter ihrem von mir sehr

geschätzten damaligen Generaldirektor Reimar Lüst nur zwei Jahre nach der Ministerkonferenz von 1985 meinen Ministerkollegen und mir in Den Haag ein Gesamtprogramm vor, dessen Kosten sich im Vergleich zum Szenario von Rom etwa verdoppelt hatten. Nicht nur der Raumgleiter Hermes war drastisch teurer geworden, sondern auch die beiden anderen Großprogramme Ariane-5 und Columbus. Vielen meiner damaligen Ministerkollegen – wie auch mir selbst – erschien dies als „Kostenexplosion“. Für mich als Vorsitzenden dieser wichtigen Ministerratstagung ergab sich daraus eine schwierige Situation, hatte ich doch ein politisches und natürlich auch ein persönliches Interesse daran, die Konferenz zu einem Erfolg zu führen.

Belastet wurde die Konferenz zudem noch durch eine veränderte Position Großbritanniens, das noch in Rom den neuen Plänen der ESA zu einem kohärenten Weltraumprogramm positiv gegenüber stand, sich jedoch zwei Jahre später in Den Haag deutlich distanzierter äußerte und bereits begonnen hatte, die eigenen Mittel für diese neuen Programme zu reduzieren. Ich kann sagen, dass mein hoch geschätzter damaliger britischer Minister-Kollege Kenneth Clarke es uns nicht gerade leicht gemacht hat. Seiner Ansicht nach war das eingelegte Tempo bei den Programmen der bemannten Raumfahrt zu hoch. Diesem Tempo wollte Großbritannien nicht folgen. Das Ergebnis war, dass Großbritannien sich an keinem der drei

großen Infrastrukturprogramme Ariane-5, Columbus und Hermes beteiligte.

Ich bin mir sicher, dass auch Kenneth Clarke in der Retrospektive der letzten zwanzig Jahre die damalige Entscheidung heute in einem völlig anderen Licht sieht.

Kritisch stand es damals auch um den Raumgleiter Hermes. An ihm schieden sich wie schon zwei Jahre zuvor in Rom die Geister. Erst kurz vor der Den Haager Tagung, ich glaube es war nur eine Woche vorher, gelang der Durchbruch mit einer Einigung zwischen Frankreich und Deutschland. Während Frankreich den bemannten Raumgleiter Hermes in Hinblick auf die europäische Eigenständigkeit und Kohärenz der Raumfahrt von Beginn an als prioritär ansah, legte Deutschland neben der unstrittigen Ariane-5 zunächst den Schwerpunkt auf das Columbus-Programm bzw. die europäische Beteiligung an der Raumstation. Erst mit der Einigung zwischen Frankreich und Deutschland war der Weg für die Entscheidung über alle drei Programme Ariane-5, Columbus und Hermes geebnet.

Die Beschlüsse von Den Haag über ein Weltraum-Infrastruktur-Programm bestehend aus drei wirklichen Großvorhaben verlangte den ESA-Staaten zur damaligen Zeit Einiges ab, insbesondere in finanzieller Hinsicht. Man muss sich hierbei in Erinnerung rufen, dass in einigen der

Mitgliedstaaten damals drastische Haushaltsbeschränkungen vorlagen. So folgten die Minister meinem Vorschlag, die Kosten des Gesamtprogramms um 15-20% zu reduzieren, was unter anderem durch die zeitliche Streckung erreicht werden sollte. Darüber hinaus wurde ins Auge gefasst, den privaten Sektor zur Kostenreduktion stärker in die Pflicht zu nehmen.

Das Weltraum-Infrastruktur-Programm war zweifelsfrei der thematische Schwerpunkt der Konferenz von Den Haag. Doch darüber hinaus beschlossen die Minister einen Aufwuchs des Wissenschaftsprogramms sowie die politischen Leitlinien für das Telekommunikations-, das Erderkundungsprogramm und das Programm zur Forschung unter Schwerelosigkeit. Seit Den Haag sind mittlerweile etwas mehr als zwanzig Jahre vergangen. Rückblickend ist festzustellen, das nicht alles, was in den Konferenzen von Rom und Den Haag angedacht und geplant wurde, in den Jahren danach auch verwirklicht wurde. Einige Programme haben der vereinbarten Überprüfung nach Abschluss ihrer Vorphasen nicht standgehalten. So wurde beispielsweise das Vorhaben zur Entwicklung des europäischen Raumgleiters Hermes nach Abschluss der Vorentwicklungsphase 1992 abgebrochen. Auch das geplante zeitweise bemannte, frei fliegende Labor, der „Man Tended Freeflyer (MTFF)“, wurde nicht verwirklicht.

Doch das, was in gemeinsamer europäischer Anstrengung aus den Konferenzen von 1985 und 1987 hervorgegangen ist, ist beeindruckend und hat maßgeblich die ESA, wie wir sie heute kennen, geprägt. Die damaligen Beschlüsse haben dazu beigetragen, eine Grundlage zu schaffen, um das große Potential, das sich aus der Raumfahrt ergibt, verstärkt nutzen zu können und um Optionen auf die Zukunft offenzuhalten. Für die in der ESA zusammengeschlossenen Raumfahrtnationen war und ist es von der wissenschaftlichen, technologischen, wirtschaftlichen und gesellschaftlichen Interessenlage her ebenso wie aus umwelt-, außen- und sicherheitspolitischen Gründen unerlässlich, auch in Zukunft an der Erschließung und Nutzung des Weltraums mitzuwirken. Meine Ministerkollegen und ich haben 1987 die „Chance Weltraum“ erkannt und genutzt.

Für mich ist es faszinierend zu beobachten, wenn mehr als zwanzig Jahre später die europäischen Minister erneut in dem für die Raumfahrt symbolträchtigen Den Haag zusammenkommen. Von dieser kommenden Ministerratstagung werden wichtige Weichenstellungen für Europas Raumfahrt ausgehen, die das Raumfahrtgeschehen der nächsten Jahre und sogar Jahrzehnte prägen werden. Wie in der Ministerratstagung von 1987 so gilt es auch im Jahr 2008, sich gemeinsam neuen Herausforderungen zu stellen, ohne dabei das Augenmaß für das Realistische zu verlieren.

*Stellen wir uns den Herausforderungen.
Nutzen wir gemeinsam die „Chance
Weltraum“.*

Yvan Ylieff

Chair of Council at Ministerial Level,
Toulouse, 1995, & Paris, 1997

Original French text follows in italics.



In October 1995, having served as Belgium's Minister for Science and Space Policy for only a few weeks, I was invited to chair the ESA Council meeting at ministerial level

in Toulouse and found myself abruptly drawn into the orbit of a European space sector eager to make grand strategic choices, decide on the cost of them and to plan the resultant programmes for the years to come.

Coming as it did soon after the troubled Granada council of 1992 and the abandonment of the Hermes project, the Toulouse meeting was clouded in a great deal of uncertainty.

Everyone at ESA was acutely aware of this and feared the failure of the upcoming ministerial meeting, which, by the autumn of 1995, could be put off no longer.

The specialist press added to these

worries with headlines such as 'Turbulent times for the European Space Agency' or by highlighting the question marks over Europe's participation in the planned International Space Station. 'No station, no ESA' rang the headlines in some quarters.

The Council session was opened by France's current Prime Minister, François Fillon, then responsible for French space policy. He began by proposing that I chair the meeting. It seemed to him that a Belgian minister, surely born into such a role, and condemned by virtue of his function to endlessly seek compromise and consensus, would be the ideal Chair to conduct the proceedings at a Council meeting at which, it was universally agreed, the future of Europe's space community hung in the balance, while also at stake were the continent's importance and influence in a world then embracing globalisation.

But though I was grateful for the honour and the confidence shown in me, I never once lost sight of the fact that this honour would be of little comfort were I to fail ignominiously, reflecting that the saying with its origins in ancient Rome, 'the Tarpeian Rock is close to the Capitol' seemed particularly apt at that time in Toulouse.*

All steps had to be taken to avert a failure that would have spelled disaster for the European space community, but what was also required was a Council meeting

*Note that the original French referred to the 'Capitole', Toulouse's administrative building where Council delegates gathered for the group photograph.

resulting in clear, bold and ambitious decisions that enjoyed unanimous support. Agreement had to be reached on a wholehearted participation by ESA in the International Space Station and on the subscriptions of the various Member States. In addition, we needed to reaffirm our intention to preserve our freedom and gain autonomous access to space, participating fully in its conquest by means of the Ariane launcher. Last of all, we had to redefine our industrial policy and each country's share in it.

The first two challenges in Toulouse – ISS and Ariane – having been dealt with in the course of an interminable night of discussions, confabs and governmental consultations, the third was deferred until a special Council meeting under the same chairmanship in Paris in 1997. This too ended in success after another long night of fruitful negotiations and exchanges on the expansion of Europe's space sector, whose latest achievement – the ATV – can lay claim to being one of its most illustrious standard-bearers, one which was decided on in Toulouse almost 13 years ago.

En octobre 1995, alors que j'étais Ministre de la Politique scientifique et spatiale belge depuis quelques semaines, j'ai été appelé à présider le Conseil de l'ESA au niveau ministériel à Toulouse et me suis aussitôt et sans coup férir retrouvé sur l'orbite d'une Europe spatiale pressée de confirmer ses grands choix stratégiques, de les chiffrer et de les programmer pour les années à venir.

Venant directement après le difficile Conseil de Grenade (1992) et l'abandon du projet Hermès, celui de Toulouse s'annonçait des plus incertains. Chacun, à l'ESA, en était conscient et redoutait l'échec de cette réunion ministérielle qu'il n'était plus possible, à l'automne 1995, de postposer encore.

La presse spécialisée ajoutait encore à l'inquiétude en titrant sur « l'Agence spatiale européenne dans la tourmente » ou encore en montant en épingle les interrogations sur la participation européenne à la Station spatiale internationale en projet. « Pas de station, plus d'ESA; no station, no ESA » publiaient en manchettes certains journaux.

C'est l'actuel Premier ministre de la France, François Fillon, alors en charge de la politique spatiale française, qui ouvrit le Conseil et me proposa immédiatement à la présidence. Un ministre belge – bon sang ne peut mentir – condamné par nature à la recherche incessante de compromis et en quête permanente de consensus, apparaissait comme le président tout désigné pour conduire les débats d'un Conseil considéré unanimement comme périlleux pour l'avenir de l'Europe spatiale et en définitive de son poids et de son influence dans un monde en voie de globalisation.

Mais bien que reconnaissant de l'honneur et de la confiance dont j'étais gratifié, je m'efforçai tout au long de ce Conseil de ne pas oublier un seul instant que la

roche tarpéienne est proche du Capitole, même et surtout alors à Toulouse.

Il fallait tout faire pour éviter un échec qui aurait été une véritable catastrophe pour l'Europe spatiale mais il fallait aussi un Conseil qui débouche sur des décisions claires, fortes, ambitieuses et unanimement partagées.

Nous devons nous mettre d'accord sur la participation résolue de l'ESA à la Station spatiale internationale et sur les souscriptions des différents pays membres. Mais nous devons aussi réaffirmer notre volonté pleine et entière de conquérir notre liberté et notre autonomie d'accès à l'espace pour participer pleinement à la conquête de celui-ci avec les lanceurs Ariane.

Il fallait enfin redéfinir notre politique industrielle et la part de chacun dans celle-ci.

Les deux premiers challenges de Toulouse – l'ISS et Ariane – ayant été acquis au terme d'une interminable nuit de discussions, de conciliabules et de consultations gouvernementales, le troisième fut ajourné à un Conseil spécial qui se tint sous la même présidence à Paris en 1997 et qui connut le même succès à l'issue d'une autre longue nuit de négociations et d'échanges fructueux pour l'essor de l'Europe spatiale dont le dernier nouveau-né – l'ATV – est l'un de ses plus éclatants fleurons... déjà programmé à Toulouse il y a près de 13 ans.

Gaele Winters

Chair of Council, 1993–96



The period of my chairmanship, 1993–96, was certainly not the most relaxed in the history of ESA's Council. Among the various important issues that had to be tackled by

Member States, the most prominent was undoubtedly Europe's contribution to the International Space Station: in a complex and somewhat confused international environment, Europe had to take a firm decision on major endeavours like participation in the ISS programme with the Columbus laboratory and the Automated Transfer Vehicle.

While preparing for these substantial commitments, the Member States were at the same time looking for savings on other programmes, and questions were also raised about the functioning and efficiency of ESA's organisation. This last point created serious concern among ESA staff and culminated in a silent protest at ESTEC on the occasion of a Council meeting there: I – and my delegate colleagues, I am sure – can still vividly recall the awkward sensation of walking to the meeting through a phalanx of silent people!

Because of the impact and complexity of the decisions to be taken, in those days

many Council meetings, Head of Delegation meetings, splinter meetings, etc., were necessary, often interrupting the Council for difficult, dedicated sessions. We probably organised a record number of Council meetings, but at the time we preferred to think about them, and count them, as Council meeting part I, II, III and so on.

Looking back, these complexities and difficulties were clearly the sign of a committed and dynamic European space community: the Toulouse Council at ministerial level in 1995, for example, was able to take crucial programmatic decisions that shaped the European space landscape for at least the next decade. Although the meeting got off to a difficult start (I am sure those involved will never forget the sleepless night of hectic work between the first and second days!), Europe was then able to take decisions of which we are today seeing the results, namely the success of Columbus and the ATV.

Hugo Parr

Chair of Council, 1996–99



I presided the ESA Council from 1996 to 1999. This was an honour, a pleasure and certainly also a challenge! I had barely been elected chairman when, in June 1996, I witnessed

in Kourou the launch of the first Ariane-5 prototype. Along with several hundred people in festive mood, I watched from the roof terrace of the control centre. Everything went fine for 40 seconds. Then, a collective gasp was heard as the rocket veered sharply to the right. A few more seconds, and 400 tons of burning metal rained over the jungle, in an extremely expensive *feu d'artifice* which also destroyed the four Cluster satellites.

The next six months were tough, but we succeeded in getting the programme back on track. The main challenge for Council was to find the extra money needed; the solution was a major collective effort by governments and industrial contractors. And, as we know, Ariane went on to be a big success.

In October 1997, NASA and ESA launched the Cassini-Huygens spacecraft, heading for Saturn and Titan. As a physicist, I was impressed by the ingenious way of gathering speed to take this mighty payload all the way to Saturn. Cassini-Huygens made no less than four gravity assists: twice with Venus, once with Earth itself in August 1999, and once with Jupiter. In this process, it saved 68 tons of fuel! When Huygens landed with great precision on Titan, on 14 January 2005, I was watching from the Norwegian Space Centre, and was filled with an almost religious feeling. Surely, this had to be one of the major technical feats of mankind. As I write this, Cassini continues to gather exciting data, including major new results on the moons Rhea and Enceladus, as well as on Titan.

Each Chair has the privilege of inviting Council to meet in their own country once during their tenure. We Norwegians decided that our Arctic island of Svalbard would be the ideal place, in Longyearbyen where we had opened the Svalsat satellite tracking station in 1997. At first, the ESA secretariat was sceptical about the idea, but then warmed to it. ESA chartered a jet which flew from Paris to Oslo, and then direct to Longyearbyen. The meeting in April of 1999 was a big success, both in terms of Council decisions and of arctic adventure.

Alain Bensoussan

Chair of Council, 1999–2002



To be Chair of the ESA Council is a wonderful opportunity to learn about the differences in culture and tradition among

the European nations. I was surprised to realise that we cannot even speak of homogeneous groups within European countries. It would be a mistake for instance to consider that even Scandinavian nations are all that similar. They are not. So it is the challenge facing the Chair to pay the greatest attention to these differences when seeking consensus and compromise.

Antonio Rodotà was my DG. Our relations were excellent, and I was

pleased to see that Antonio would consult me and was interested in my advice. It is the responsibility of the Chair to meet with ESA staff representatives. I did that in the presence of the DG, of course. These meetings were quite pleasant. I was impressed by the constructive attitude of the people I was meeting with and by their strong commitment to European construction.

I proposed to Antonio Rodotà that we make systematic visits to space ministers, independently of Ministerial Councils, to show how much we were interested in their vision. This initiative was very well received by the national agencies conveying our requests for meetings. The ministers were interested in this informal exchange. I really enjoyed it and learned a lot.

I also proposed to delegates that we hold more ESA Councils outside Paris headquarters. Traditionally Chairs hold one Council in their own country. In my case, the choice was obvious: I proposed Kourou. Curiously, very few Heads of Delegation had visited the spaceport, in spite of the fact that ESA contributes substantially to its budget. It was also very useful to ask the local authorities from French Guiana to address Council. I must say I was very lucky. By coincidence an Ariane launch had been delayed and finally took place on the eve of the Council meeting. It was a great success. Since few Heads of Delegation had

visited Kourou before, not surprisingly even fewer had seen a launch on the site.

I also proposed a Council at ESRIN, and the Canadian Space Agency also hosted one during my time. These two experiences were great. I wished I could have held more of them outside rue Mario Nikis but I had to be realistic. The costs increase when a Council takes place outside Paris.

During my time, the Galileo and GMES projects were in the process of being fleshed out. The Commission representatives were quite active, beginning with Commissioners Philippe Busquin and Loyola de Palacio. A promising era was getting under way, with the involvement of the European Union.

Incidentally, since I have been in the US, when people refer to my previous life, they introduce me as a former ESA Council Chair. In spite of the fact that it is not an operational responsibility, I can see that this position carries with it some considerable prestige. I feel extremely fortunate, and proud, to have had this honour.

Edelgard Bulmahn

Chair of Council at Ministerial Level, Edinburgh, 2001, & Paris, 2003

Original German text follows in italics



The fact that the ESA Council has now arrived at its 200th meeting underlines the extent to which ESA has transformed itself to become a vital player

in the global space business. In the final analysis, the history of ESA is a remarkable success story, though one not without its setbacks. In the 33 years since the Agency's founding, Europe has succeeded in many areas of space exploration and exploitation, catching up with the major spacefaring nations, the US and Russia, and gaining acceptance as a recognised partner. Not only that but ESA has developed into one of the world's great pioneering space powers. In the areas of space science, Earth observation, telecommunications and launchers in particular, it has entered new territory and set standards that others must now match.

As Germany's minister for research from 1998 to 2005, and especially as Chair of the ESA Ministerial Council from November 2001 to August 2005, I had the opportunity to play a direct role in the creating and shaping of Europe's

space policy. For me it was an exciting and eventful time. I will never forget the interesting discussions with my colleagues, and the conversations with scientists and technical experts, which taught me a great deal; neither will I forget tremendous experiences such as witnessing the transmission of the breathtaking images from Europe's Mars Express probe.

One could never take success in Ministerial Council meetings for granted. They were characterised by difficult negotiations on what the focus of activities should be, on the sharing of competence and work or on the available funds and how they would be shared out. One would constantly return to the theme of safeguarding national interests. Diplomacy, a great deal of discussion, sometimes deep into the night, staunchly defended positions, but above all a will on all sides to have a strong European space sector, were ultimately the decisive factors ensuring the success of meetings.

Among the key decisions taken at the ministerial conferences of 2001, 2003 and 2005 one would have to mention closer cooperation and the establishment of institutional links between ESA and the European Union. As Chair of the ESA Ministerial Council, one of my main preoccupations was to achieve significant progress in those areas. I was and remain convinced that the European Union must assume more responsibility

in space matters. As a result, space has successfully made itself part of European Union policy and, with the EC–ESA Framework Agreement of 25 November 2003, will remain so. The European Commission attaches great importance to space. ESA's Ministerial Council and the EU Competitiveness Council meet regularly within the European Space Council to discuss fundamental issues relating to Europe's space efforts. In addition, the European space community enjoys broad support both in the European Parliament and in national parliaments.

This EU involvement in space affairs is not in any sense indicative of ESA having become superfluous. It is set to continue its function as the body that devises and implements joint European–EU space projects. Its task will continue to be to develop landmark space technologies and systems and further space-based scientific research. The Agency's role in these areas must continue to be strengthened, so that ESA's management capabilities can be exploited for the benefit of Europe as a whole. Thus, ESA will also have a service provider role vis-à-vis European policies.

The two most important cooperative projects jointly conducted by ESA and the EU are Global Monitoring for Environment and Security (GMES) and Galileo. For Europe as an economic area, an independent, generally accessible traffic guidance system is a vital factor in

its competitiveness. It is for that reason that the Galileo navigation system forms an essential core element of ESA–EU cooperation. The GMES project is above all concerned with areas such as changes to the global environment, natural and man-made disasters, environmental pollution and adherence to obligations under international law. It takes into account the changed security situation and the persistent ecological threat to our planet.

In 2003 the ESA Ministerial Council proved that it was able to act and take decisions even in the most critical of situations. The failure of the Ariane-5 launch on 11 December 2002 brought about an extremely difficult situation for ESA. There was a danger of severe damage being done to the European launcher industry – even its total collapse could not be ruled out. We therefore agreed a reordering of Europe's Ariane launcher system.

The responsibilities were clearly defined and bundled together under a single industrial partner, which also assumed overall responsibility for the proper functioning of the launcher. Financial backing was provided for a recovery plan to restore Ariane to flight readiness, with industry required to make a significant contribution of its own. In addition, a fixed price was agreed with industry of €136 million per launch. And last of all, ESA took full control of the programme.

To safeguard European independent access to space in the years ahead, we also agreed to conduct a special programme from 2005 to 2009, whose aim was to broaden the potential uses of Ariane-5 and therefore strengthen its competitiveness. We further decided to prepare development of the next generation of launch vehicles to improve European competitiveness in the ever more hotly disputed space launch market.

It was the common political and economic interest in securing European access to space that made this success and the surmounting of national interests possible. That common interest helped restore the competitiveness of Europe's launcher system and thus safeguard Europe's independence as a space power.

Another fraught subject in the Ministerial Council negotiations was that of the European contribution to the International Space Station. In 2001, after the 'Task Force' set up by NASA to scrutinise the ISS programme pointed to mismanagement and major cost overruns, fundamental questions were raised in the US about the country's involvement in the Station. This was the background against which in Edinburgh we blocked part of the necessary funds until the American partner had confirmed that it would abide by the commitments it had entered into, thus demonstrating that Europe was willing to cooperate, but not at any price. We further agreed to release a first tranche

of the blocked funds for ISS operations for time-critical activities, most notably relating to the operational readiness of ESA's Automated Transfer Vehicle (ATV) and the European ISS ground segment. In the intervening period, the docking of Europe's Columbus space laboratory and the flight of the ATV to the Space Station have underlined that this strategy was ultimately the right one and was successful.

Last of all, the decisions taken at ministerial conferences have done much to increase the room for manoeuvre ESA now enjoys. Our decisions have served the objective of exploiting the opportunities that space offers, for obtaining new scientific knowledge as well as for widespread use in global communications and Earth observation. A modern environmental, security and communications policy can no longer be envisaged without a highly capable orbital and terrestrial infrastructure. Our aim was also to strengthen the competitiveness of European space technology and Europe's space industry and to step up the transfer to other areas of technologies developed in the space sector.

Die anstehende 200. Sitzung des Rates der ESA unterstreicht, dass sich die ESA zu einer tragenden Säule der weltweiten Raumfahrtaktivitäten entwickelt hat. Die Geschichte der ESA ist – trotz mancher Rückschläge - letztlich eine außergewöhnliche Erfolgsstory. In den 33 Jahren seit ihrer Gründung ist es Europa gelungen, auf vielen Gebieten der

Erforschung und Nutzung des Weltraums zu den großen Raumfahrtnationen US und Russland aufzuschließen und zu einem anerkannten Partner zu werden. Mehr noch: Die ESA hat sich zu einem der großen Raumfahrtzioniere weltweit entwickelt. Insbesondere bei der Weltraumwissenschaft, der Erdbeobachtung, der Telekommunikation und den Raumfahrzeugträgern hat sie Neuland betreten und Maßstäbe gesetzt.

Als deutsche Forschungsministerin von 1998 bis 2005 und insbesondere als Vorsitzende des ESA-Ministerrats von November 2001 bis Herbst 2005 hatte ich die Gelegenheit, die europäische Raumfahrtpolitik unmittelbar mitzugestalten und mitzuprägen. Für mich war es eine spannende und bewegte Zeit. Unvergesslich sind für mich die interessanten Diskussionen mit meinen Kolleginnen und Kollegen, die informativen Gespräche mit Wissenschaftlern und Technikern, aber auch packende Erlebnisse wie die Übertragung der atemberaubenden Bilder der europäischen Sonde Mars Express.

Die Sitzungen des Ministerrats waren nie Selbstläufer. Sie waren geprägt von schwierigen Verhandlungen über die zu setzenden Schwerpunkte, über die Kompetenz- und Aufgabenverteilung oder über die zur Verfügung stehenden Finanzmittel und deren Aufteilung. Stets ging es auch um die Wahrung der jeweiligen nationalen Interessen. Diplomatie, viele Gespräche, manchmal

bis tief in die Nacht, Hartnäckigkeit, besonders aber der gemeinsame Wille aller, die europäische Raumfahrt stark zu machen, waren schließlich entscheidend für den Erfolg der Sitzungen.

Zu den entscheidenden Weichenstellungen der Ministerratskonferenzen von 2001, 2003 und 2005 gehörte sicherlich die engere Zusammenarbeit und institutionelle Verknüpfung von ESA und Europäischer Union. Als Vorsitzende des ESA-Ministerrats war es für mich eines der zentralen Anliegen hier zu wesentlichen Fortschritten zu gelangen. Für mich stand und steht außer Zweifel, dass die Europäische Union mehr Verantwortung in der Raumfahrt übernehmen muss. Im Ergebnis hat die Raumfahrt erfolgreich in die Politik der Europäischen Union Einzug gehalten und dieser Einzug erweist sich mit dem Rahmenabkommen vom 25.11.2003 zwischen ESA und EU als nachhaltig. Die Europäische Kommission misst der Raumfahrt große Bedeutung zu. Der Ministerrat der ESA und der Wettbewerbsrat der EU treffen sich regelmäßig im European Space Council zu Beratungen über grundlegende europäische Raumfahrtfragen. Und die europäische Raumfahrt erfährt breite Unterstützung im Europaparlament und in den nationalen Parlamenten.

Mit dem Einstieg der EU in die Raumfahrt ist die ESA keineswegs überflüssig geworden. Sie sollte auch weiterhin als die Agentur zur

Erarbeitung und Umsetzung von gemeinsamen europäischen und EU-Raumfahrtvorhaben tätig werden. Es ist auch künftig ihre Aufgabe, wegweisende Raumfahrttechnologien und -systeme zu entwickeln und die weltraumgestützte, wissenschaftliche Forschung voran zu bringen. In dieser Rolle muss sie auch weiterhin gestärkt werden. Es geht darum, die Managementfähigkeiten der ESA für ganz Europa zu nutzen. Damit wird die ESA auch zum Dienstleister europäischer Politiken.

Die beiden wichtigsten Projekte der Zusammenarbeit von ESA und EU sind das Global Monitoring for Environment and Security (GMES) und Galileo. Für den Wirtschaftsraum Europa ist ein unabhängiges, allgemein zugängliches Verkehrsleitsystem ein entscheidender Wettbewerbsfaktor. Deshalb ist das Navigationssystem Galileo wesentliches Kernelement der Zusammenarbeit von ESA und EU. Das Projekt für globale Umwelt- und Sicherheitsüberwachung (GMES) befasst sich vor allem mit Themen wie globaler Wandel, natürliche und vom Menschen verursachte Katastrophen, Umweltbelastung sowie der Einhaltung völkerrechtlicher Verpflichtungen. Es trägt der veränderten Sicherheitslage und der anhaltenden ökologischen Gefährdung unseres Planeten Rechnung.

2003 hat der ESA-Ministerrat bewiesen, dass er auch in äußerst kritischen Situationen handlungs- und entscheidungsfähig ist. Nach dem Fehlstart

der Ariane-5 am 11. Dezember 2002 war eine äußerst schwierige Situation für die ESA entstanden. Es bestand die Gefahr eines dramatischen Einbruchs, wenn nicht sogar Zusammenbruchs, der europäischen Trägertechnologieindustrie. Wir verständigten uns deshalb darauf, das europäische Trägertechnologiesystem Ariane neu aufzustellen.

Die Verantwortlichkeiten wurden klar geregelt und bei einem einzigen industriellen Partner gebündelt, der zugleich die Gesamtverantwortung für die Funktionstüchtigkeit der Träger übernahm. Mit einem Recovery Plan wurde die Wiederherstellung der Flugfähigkeit der Ariane finanziell unterstützt, zugleich aber auch erhebliche Eigenleistungen der Industrie verlangt. Weiterhin wurde mit der Industrie ein Festpreis von 136 Millionen Euro pro Start vereinbart. Die ESA erhielt schließlich die volle Kontrolle über das Programm.

Um Europas eigenständigen Zugang zum Weltraum weiterhin sicher zu stellen, vereinbarten wir darüber hinaus, von 2005 bis 2009 ein Sonderprogramm durchzuführen, das die Anwendungsbreite der Ariane-5 und damit deren Wettbewerbsfähigkeit verstärken sollte. Ferner beschlossen wir, die Entwicklung der nächsten Generation von Raumfahrzeugträgern vorzubereiten, um Europas Wettbewerbsfähigkeit auf dem immer härter umkämpften Trägertechnologiemarkt zu verbessern.

Das gemeinsame Interesse von Politik und Wirtschaft an einem gesicherten, europäischen Zugang zum Weltraum machten diesen Erfolg und die Überwindung der jeweiligen nationalen Interessen möglich. Sie halfen die Wettbewerbsfähigkeit von Europas Raumfahrzeugträgersystem wiederherzustellen und damit die Eigenständigkeit Europas als Weltraummacht zu bewahren.

Ein weiteres schwieriges Thema der Ministerratsverhandlungen bildete der europäische Beitrag zur internationalen Raumstation ISS. 2001 hatte eine Untersuchungskommission in den USA Missmanagement und hohe Kostenüberschreitungen im ISS-Programm festgestellt, so dass in den US das ISS-Engagement grundsätzlich in Frage gestellt wurde. Vor diesem Hintergrund haben wir in Edinburgh einen Teil der dafür notwendigen Mittel bis zur Bestätigung durch den amerikanischen Partner, dass er zuvor eingegangenen Verpflichtungen nachkommen werde, gesperrt und damit signalisiert, dass Europa zur Zusammenarbeit gewillt ist, aber nicht zu jedem Preis. Wir kamen zugleich überein, einen ersten Teil der gesperrten Mittel für das ISS-Einsatzprogramm für zeitkritische Tätigkeiten vor allem in Bezug auf die Einsatzbereitschaft des Automatischen Transferfahrzeugs (ATV) der ESA und des europäischen ISS-Bodensegments freizugeben. Die inzwischen erfolgte Ankoppelung des

europäischen Raumlabors Columbus und der Flug des ATV zur Raumstation unterstreichen, dass diese Strategie letztlich richtig und erfolgreich war.

Letztlich haben die Entscheidungen der Ministerratskonferenzen den Handlungsspielraum der ESA wesentlich erweitern können. Unsere Entscheidungen dienten dem Ziel, die Chancen, die die Raumfahrt bietet, für neue wissenschaftliche Erkenntnisse wie auch für eine breite Anwendung in der weltweiten Kommunikation und Erdbeobachtung zu nutzen. Eine moderne Umwelt-, Sicherheits- und Kommunikationspolitik ist ohne Raumfahrt, ohne eine leistungsfähige orbitale und terrestrische Infrastruktur nicht mehr denkbar. Außerdem wollten wir die Wettbewerbsfähigkeit der europäischen Raumfahrttechnologie und -Industrie stärken und den Transfer von Raumfahrtentwicklungen in andere Technologiebereiche intensivieren.

Colin Hicks

Head of UK Delegation, 1999–2006



The 10th ESA Council meeting at ministerial level was held in November 2001 in Edinburgh, Scotland. The Ministerial Chair was Frau Edelgard

Bulmahn, who had a reputation as a tough Chair. She expected the meeting to run on time. Failure to meet her deadlines for completion of an item of business might mean that she would impose a solution.

During the course of the meeting I was appointed to chair a working group to resolve a particularly tricky issue. Although we worked as hard and as fast as we could, a solution remained elusive. I found myself heading back to the table faced with apologising to the Chair for not having completed our task on time. I decided to try to charm my way into being given more time.

When called upon to report, I said, “Madam Chair, I am afraid we have not yet reached a conclusion but I promise you that we shall do so within the next two hours or you may do with me as you wish.”

For a moment Frau Bulmahn looked non-plussed, then smiled, nodded, and gave us the extra time we needed without fuss or complaint. Fortunately for me (or was it?) we completed our task within the next two hours and my pledge was never called in!

Laurens Jan Brinkhorst

Chair of Council at Ministerial Level,
Berlin, 2005



Being Chairman of the ESA Council meeting at ministerial level in Berlin was a great pleasure. It was a successful conference at which we reached

important new decisions. We made a start with GMES and with a new programme for the exploration of Mars. We also made significant progress on the evolution of European launcher policy. When the going got tough, I organised a closed 'ministers only' session, a novelty for ESA.

German hospitality was exemplary. I recall a wonderful evening party organised around vintage cars. The strategic importance was made clear of an increased European role in scientific, industrial and technological space activities, as described in the DG's work plan for discovery and competitiveness in space. Furthermore, ESA and the EU entered into a new phase in their cooperation for the benefit of both organisations.

Sigmar Wittig

Chair of Council, 2005–07



What are the necessary initial and boundary conditions – to state the question in mathematical terms – for the successful completion of a Ministerial Council?

If we take the Berlin Council with its far-reaching results on funding for the science area, budgetary support for launcher research and development, confirmation of the programmes in human spaceflight and exploration, organisation and framework of GMES – just to mention a few central decisions – it is obvious: the keys are vision, strategy, tactics, perseverance, mental and even physical strength. In addition, it is necessary to convince personalities from different backgrounds, with different qualifications and interests to work towards a common goal.

If we try to understand the full meaning and significance of these words by consulting a dictionary, we frequently find references to the sporting arena. And there is probably no other team sport more widely accepted than football. It fascinates both young and old, moves millions of people and generates billions of euros.

Obviously, this is precisely what ESA needs and indeed does. Maybe subconsciously that is the reason why the ESA Council in recent years chose to elect formerly active football players and presently active fans of the sport to direct ESA and chair its Council. This is the only conflict of interest I observed throughout all these years: Olympique Lyon or Bayern Munich playing in the Champions League may shorten late-night meetings and influence the scheduling.

The DG knows them all: Ajax, Inter Milan, Real Madrid, Manchester United, Benfica. He leaves no doubt as to where his sympathies lie but in order not to embarrass his guest, the Council Chair manages to organise a match between the French and German national teams in the impressive Stade de France with a draw as the final result.

Some of us were present in the Space Station Processing Facility at the Kennedy Space Center in Florida in the summer of 2006 when the DG suddenly jumped up, not to announce a new technological breakthrough, but that Germany had just won its World Cup quarter final. In such conditions the use of a mobile phone was not deemed an offence since the information had an important official character: all the semi-finalists were from Europe. The DG's conclusion was convincing: that a team that wants to become world champion has to come from an ESA Member State.

And indeed, skills and expertise, mutual

understanding and the drive to pursue accepted scientific technological and not least cultural goals, are characteristic of the European space programme as defined by the Lisbon Treaty. The success of recent missions – Mars Express, Envisat, Columbus, Ariane and the ATV, to name but a few – provide impressive testament to that. To summarise the analysis recently provided by Michael Griffin, the NASA Administrator:

ESA is a partner in the Champions League of space. Consequently, the ESA Council faces the challenge of shaping a fascinating future. The Ministerial Council 2008 will determine what form this future takes.

Ida Russell-Augustin

Interpreter, Svalbard, 1999

After a rather rough landing (I learnt much later how dangerous it really was) we were taken to our comfortable hotels amidst a very stark but majestic landscape. Next morning the bus took us to the community centre where the Council meeting took place. In the entrance hall, where you could leave your coats, we were all invited to take our shoes off (warm Nordic socks were provided). Everybody did so, some happily, some laughingly, some reluctantly.

The two-day meeting in stocking soles (Chair, Director General, technician and interpreters alike) had a different flavour somehow. Contemplating the entrance hall, my own question was, "Will everybody find their shoes?"

But at the elegant dinner later I realised that everybody had. There is a rule in Svalbard not to wear one's shoes indoors. This tradition has historical and practical reasons. Since the coal dust used to stick to the miners' boots, footwear was always taken off before entering a house.

Veronika de Montesquieu

Interpreter, ESTEC, 1995

The 123rd Council meeting took place at ESTEC on 13–14 December 1995. There was an unforeseen obstacle for all those coming from Paris: no flights at all and no trains due to a massive strike. The only way to get to ESTEC was by bus all the way from Paris. A seemingly endless trip, with snow on the autoroute to Lille. Mr Reuter, Council Secretary, distributed little lunch bags during the journey, which helped us a lot, enabling us to arrive in good shape for the meeting.

Bernadette Batteux

Council Secretariat, The Hague, 1987, and Munich, 1991

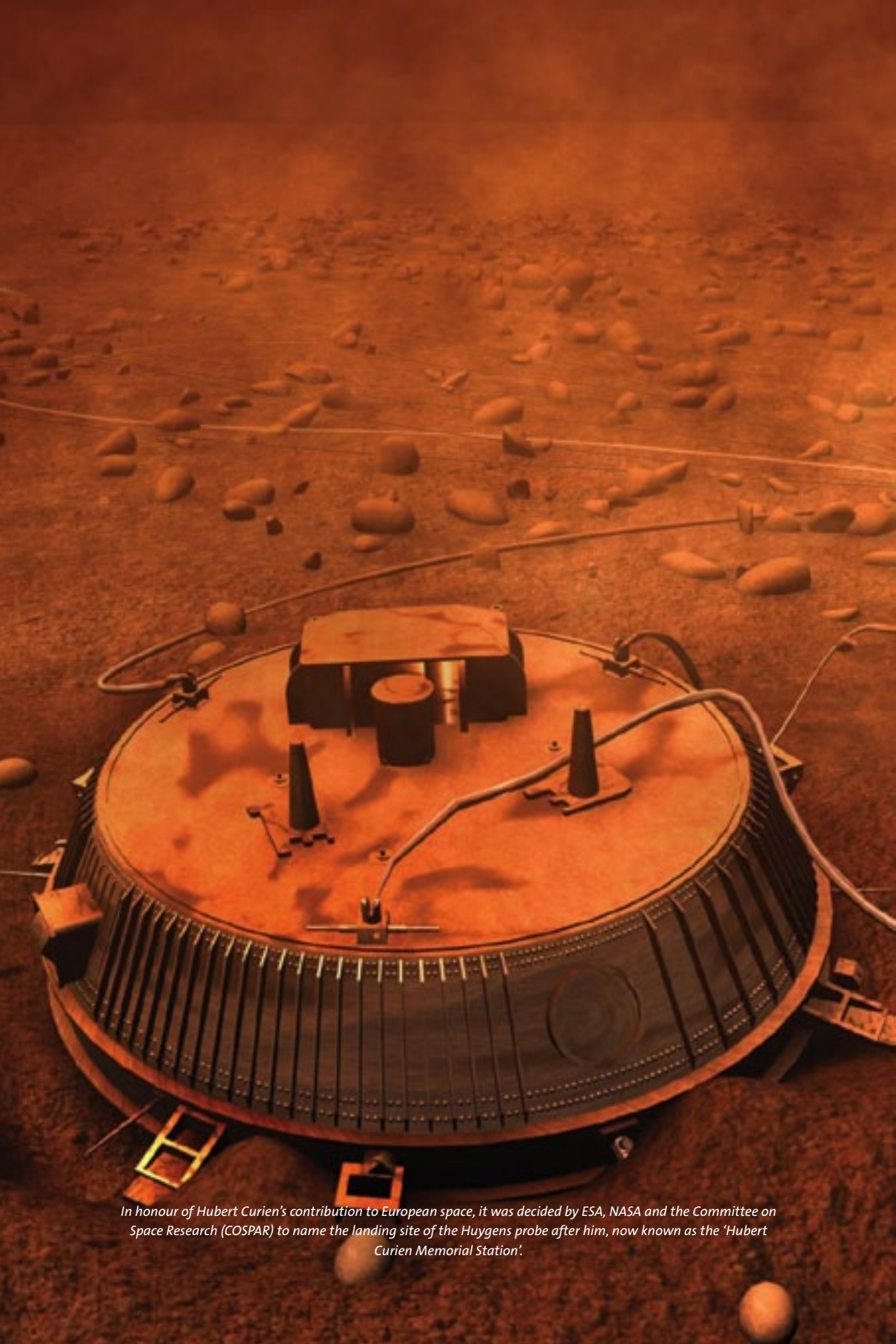
The Hague Ministerial was a baptism of fire in my first year at ESA. The meeting room adjoined the ESA Secretariat and when it came to typing the final Declaration dictated by the Head of Publications at the time, there was quite a crowd of delegates and Executive in the Secretariat.

I distinctly remember the Minister chairing the meeting standing over my shoulder, listening intently and scrutinising the text. Matters weren't helped by trying to decipher messages in Dutch flashing up on the Philips word processor. It was a rather unnerving experience, which might explain why, when numerous members of the ESA Executive, both senior and junior had been called upon, all hands on deck to hastily staple the finished piece, somebody suddenly noticed that a vital paragraph inserted to appease a certain delegation was missing!

Ministerials from that point onwards were organised with the Secretariat clearly separated from the meeting room with restricted access, armed with their own PCs transported over from the office.

We had come to expect night shifts at ministerials. During the Munich conference a text had finally emerged out of a nocturnal working group ready to be run off in the early morning. By this time, however, the technician was a little the worse for wear. And the photocopier was not the most sophisticated on the market.

I remember spending the dawn hours with an eye on the watch trying to persuade the gentleman that kicking and cursing the machine would not speed up the process. I think it was at this ministerial that our now Director General remarked that the success of a ministerial depended partly on the quality of its photocopiers. Arrangements are more sophisticated these days!



In honour of Hubert Curien's contribution to European space, it was decided by ESA, NASA and the Committee on Space Research (COSPAR) to name the landing site of the Huygens probe after him, now known as the 'Hubert Curien Memorial Station'.

4. Sadly no longer with us

Hubert Curien (1924–2005)

Chair of Council, 1981–84



Professor Hubert Curien was a crystallographer (he gave his name to a mineral, 'curienite', discovered in 1968). In parallel to his teaching activities, which he never

interrupted, he occupied several key positions of responsibility both in France and at European level: Director General of the French national research agency CNRS in 1973, General Delegate to Scientific and Technical Research (DGRST) from 1973 to 1976, President of the Centre National d'Etudes Spatiales (CNES) from 1976 to 1984, and of course, ESA Council Chair from 1981 to 1984, at which point he was called by President François Mitterrand and Prime Minister Laurent Fabius to become Minister for Research and Technology, a position that he held first between 1984 and 1986 and then from 1988 to 1993, when he was also Minister for Space.

As Minister, Hubert Curien succeeded in ensuring high priority was given to research in the successive governments in which he participated. Between 1984 and 1986, public science budgets were increased, attaining a rise of 15% in absolute terms between 1988 and 1993. In his time at CNES and as Minister for

research and space, France achieved a remarkable string of successes: the first Ariane launch, which gave Europe independent access to space, and the beginning of the SPOT programme for the observation of the Earth. These successes led him to initiate the first commercial space companies in Europe: Arianespace and Spotimage. Even though his actions were inspired by a strong desire to give Europe its rightful place between the two superpowers of the time, the USA and USSR, he was constantly concerned to maintain the best possible relationships with them. With the Soviets, he negotiated the flight of the first French *spationaute*, Jean-Loup Chrétien in 1982, and with the Americans, that of Patrick Baudry, who flew on board the Space Shuttle in 1985.

One cannot but notice that the two periods in which he was a Minister also correspond to the most significant advances witnessed in space research in Europe. At the ministerial meeting of the ESA Council in Rome in January 1985 where he represented France as Minister, Curien, a born diplomat, spared no effort in negotiating the final consensus to increase the ESA science budget by 5% every year in real terms for ten years. That decision made it possible to continue the Giotto comet mission, Ulysses, the European contribution to Hubble, and to launch subsequent ambitious projects such as Hipparcos, ISO, SOHO, Cluster, XMM-Newton, Integral, Mars Express, SMART-1, Rosetta, and, of course, the

Huygens probe on board Cassini, while starting the Herschel–Planck infrared tandem and Venus Express. This is by no means coincidental since Curien led and oriented space research as nobody before him was able to do because of his unique and pragmatic approach to the management of programmes, inspired by vision, prudence and the careful evaluation of risks.

The profound dedication of Hubert Curien to science and to human relations explains the unique quality of the ties and complicity he managed to establish with all his partners, colleagues and friends at his university, among his students, the staff at CNES and ESA, his fellow ministers, and even those in opposition. Indeed, it would not be overstating things to say that he was a friend to everyone. The entire scientific and industrial world owes him immense respect and esteem. ‘His feet firmly on the ground’, he contemplated with youthful enthusiasm the prospect of sending humans to Mars. Asked why he would support such an initiative, he responded, “Oh pour le sport.” This exceptional blend of humanism and realism explains why he attracted such a high degree of respect from the political world. It also explains why he was so successful in giving Europe its prominent and decisive role in space.

Roger Bonnet
President of COSPAR and ESA Director of
the Science Programme, 1983–2001

Jan Stiernstedt (1925–2008)

Chair of Council, 1978–81



Space became Jan Stiernstedt’s lifelong interest. From 1959, working for the government, he became involved in Sweden’s emerging space activities. From 1963 he

was COPERS delegate, later Head of Delegation at ESRO/ESA. From 1972 he chaired the Swedish Board for Space Activities (SBSA), becoming Director General in 1979, before retiring in 1989 after 25 years’ commitment to space: “I was drawn into the magic circle of space, from which I have never wanted or been able to escape since.”

Recalling his accidental first encounter with the European space community, Stiernstedt has described how he had received only one instruction: to protect the budget for the planned sounding-rocket launch site, Esrange, in northern Sweden, as the Italians wanted to use that money for their Salto di Quirra launch site. “As I did not understand their arguments, I had to just take a hard grip of the edge of the table and just say, ‘no, no, no’. [...] That was my start, and when I went home I was rather happy that – as I believed – I would never see these people again. But destiny sometimes plays odd tricks on us, and in fact I was back in September when

I attended my first meeting of the COPERS administrative working group.”

Esrang was always key to developing the Swedish space programme. In the early 1960s, Stiernstedt became, together with Bengt Hultqvist, a strong advocate of the Kiruna rocket range. The international scientific community became interested in launches north of the Polar Circle. For the Swedish Space Research Committee, it was clear that Sweden had a unique opportunity here.

Support was forthcoming from scientists, but crucially Stiernstedt also convinced key politicians in Sweden and Europe. However, at home, official policy excluded anything with even the slightest military connection. Prime Minister Tage Erlander had declared that Sweden was ‘greatly interested in European economic cooperation’, but only if it could retain its non-alignment policy. Negotiating became easier once ESRO uncoupled from ELDO. Sweden later strongly supported ESA launcher activities.

The main competitor was Norway of course, but the northern Swedish location, also in the auroral zone, had the advantage. Land-based, well suited to payload recovery, there was also excellent scientific link-up with the Kiruna Geophysical Observatory. The 1964 Esrange Agreement prompted construction of the first European launch facility, inaugurated in 1966. Sweden finally had its entrance ticket to space.

When ESRO halted its sounding-rocket programme, Esrange was handed over to Sweden in 1972. Stiernstedt recalled: “Finally, the conditions had been met for Sweden not to be excluded from the future exploitation of space as a natural resource and as a vision.” With over 500 rockets launched, Esrange is now run by the Swedish Space Corporation. Under the Esrange/Andøya Special Project, nine European countries initially joined Sweden and Norway to use their launch sites.

A complete success story? Not entirely! But vision and persistence are clearly needed to open up a new field in competition with others: Stiernstedt had both, plus diplomacy.

Since the 1959 advent of the Swedish Space Research Committee, there have been many ups and downs in battling for government to take an interest in and fund a national space programme. In 1964 an ambitious rocket programme proposal was rejected by the government. A first national campaign from Esrange was carried out in 1968, but in 1971, the successor of the Space Research Committee, faced with impossible budget constraints, resigned en masse.

Stiernstedt realised that meaningful space activity was impossible unless two conditions were fulfilled: “A coherent organisation and more money for a national programme which comprised not only fundamental research but also applications. Now I had to convince the

government of that. I could not do it alone. My hope lay with the Ministry of Industry.”

The new set-up since 1972 consisted of the Swedish Board for Space Activities (later the Swedish National Space Board), responsible for planning, policy and resource allocation, plus the independent state-owned Swedish Space Corporation with full executive functions, including the management of Esrange. Stiernstedt became the first SBSA Chair and from 1979 also DG.

A new era was beginning. Science had paved the way. Now it was time for applications. This required a new financial set-up. With his successfully teaming up with industry, Ministry funding close to tripled after Parliament passed a Space Bill.

The small science satellite Viking was the first beneficiary. Launched in 1986, it proved a great success: operation time twice design lifetime, data galore, research goal achieved, industrial development promoted. The larger Tele-X was also designed in parallel with Viking.

Low cost, high reliability and fast turnaround would characterise future projects of that type. Tapping Viking’s experience, Freja was completed at even lower cost, but with a much higher data transmission rate. The concept also attracted international attention and was further developed in conjunction with Germany, Canada and the USA. From

1992 Freja quadrupled its design lifetime, a major scientific, technological and concept success.

Sweden is a founding member of ESA. Since COPERS, throughout ESRO and since the ESA Convention’s signing, Sweden has been an active supporter of Europe in space. Many ups and downs, at home, internationally, tough negotiations along the way, yes. But those involved always sought constructive solutions. The watchwords: European solidarity and independence. Sweden’s space activity is mainly geared to ESA: 60% to 80% of the total Swedish space budget. This indicates how important international cooperation is, including in determining our national programme.

In July 1978, with the experience of 15 years as Head of the Swedish Delegation, Stiernstedt took over as Chair of the ESA Council. That July, GEOS-2 was launched. In 1979, Austria became an Associate Member, Norway following in 1981. Keeping track of thirteen Member and two Associate States – each having their own vision and home constituency – demanded his special skills.

The late 1970s were dominated by Ariane, the launcher programme spearheaded by France. On Christmas Eve 1979 we witnessed the successful first test flight (Lo1). The second (Lo2) failed. Both Lo3 and Lo4 succeeded. One much-discussed issue was a second launch site for Kourou, and in 1981 Council decided to build ELA-2.

The Chair's job in an international organisation consists of much more than what is recorded in official minutes: dialoguing with delegates, understanding their problems, finding acceptable compromises. Stiernstedt was a master mediator. With diplomacy and a low-key authority, he found sustainable solutions to carry the Agency's programme forward.

On 2 January 2008, Baron Jan Stiernstedt passed away. Ever noble, he never drew attention to himself, always focusing on the issues. We remember with respectful gratitude that rare combination: his genuine passion for space and dedicated public service.

Kerstin Fredga
Head of Swedish Delegation, 1989–98

Francesco Carassa

(1922–2006)

Chair of Council, 1990–93



Francesco Carassa was born in 1922 in Naples and obtained a degree in Electrical Engineering from the Politecnico di Torino in 1946. From 1947 to 1962 he

was at the Magneti Marelli Central Radio Laboratory in Milan, and was its Director from 1955 to 1962. In 1962 he

left industry for university, becoming Professor of Electrical Communication at the Politecnico di Milano, where he formed the Italian national research council's Centro di Studio per le Telecomunicazioni Spaziali.

In 1967 he proposed a 12–18 GHz satellite experiment which became Sirio. The Sirio satellite was launched in August 1977, and in more than five years of experiments was notably able to acquire rain attenuation, distributions, depolarisation, joint attenuation distributions, and variation of attenuation statistics with frequency and from location to location.

He was Rector of the Politecnico di Milano, from 1969 to 1972, and President of the European Society for Engineering Education in 1979–80.

Professor Carassa received many honours, among them the 9th Marconi International Fellowship in 1983, the Italgas prize for Communication in 1989 and the 1992 IEEE Award in International Communication.

He took over the chairmanship of the ESA Council at a very difficult time, when the Agency was confronted with major challenges arising from the profound changes in the international political landscape.

Council's major preoccupation during his chairmanship was to devise a strategy adapted to the new circumstances and

redirect the Agency's priorities given that the political climate and priorities of Member States had changed since the Hague Ministerial Council in 1987.

Antonio Rodotà (1935–2006)

ESA Director General, 1997–2003



Antonio Rodotà brought much to the Agency and it is difficult in just a few words to sum up six very full years that boosted ESA into the 21st century. He of course brought his

personality and charisma, coupled with a wealth of industrial experience and a commitment to effective management. Over and above the successes registered by ESA in his six years as Director General, he also cleared the way for the emergence of a stronger Agency, one that is more accessible, and more firmly tied to Europe. He did this by laying the basis for ESA's relationship with the European Union and breathing life into that relationship with the start-up of the Galileo Programme, by expanding ESA with the accession of Portugal and partnerships with the countries of Central and Eastern Europe, but also by working for more effective cooperation with national agencies within the Network of Technical Centres. The Agency can be grateful to him for his strong legacy and I personally am grateful

to him for his support and friendship.

Jean-Jacques Dordain
ESA Director General, 2003–

Michel Bignier (1926–2006)

Head of French Delegation, 1975–76
Member of ESA Executive 1976–86



Michel Bignier was one of the pioneers of the French and European space adventure. He represented France in various delegate bodies in ESRO and the European Space Conference as

well as in the ESA Council and was a strong supporter of European and international space cooperation.

After having spent a large part of this long and successful career at CNES, of which he was Director General from January 1972 to June 1976, he joined ESA in November 1976 as Director of the Spacelab programme, and was later entrusted with more extensive responsibilities as Director of Space Transportation Systems, which he exercised until his retirement in October 1986.

He was held in very high esteem as an unusually competent, reliable and open-minded colleague by those who had the privilege of working with him.



The original text of the ESA Convention, as kept in the French Ministry for Foreign Affairs in Paris, and Final Act of the Conference of Plenipotentiaries (open at the signature page).

5. Major milestones in the lifetime of ESA

1975

5 April

ESRO Council appoints Roy Gibson (UK) as ESA Director General.

30 May

Belgium, Denmark, France, Germany (the Federal Republic), Italy, the Netherlands, Spain, Sweden, Switzerland and the United Kingdom sign the Convention in Paris establishing ESA.

9 August

Launch of COS-B, the first ESA mission to study gamma-ray sources.

31 December

Ireland signs the ESA Convention.



Roy Gibson and Mario Pedini at the Ministerial meeting in Paris in 1977.

1976

October

ESA moves into its newly-acquired headquarters building in Paris.

22–23 November

Council meets for the first time in the Agency's new headquarters.



COS-B, launched in 1975.

1977

14–15 February

ESA Ministerial Council meeting in Paris (passed *inter alia* a Declaration to undertake an overall communications satellite programme and a Resolution creating the Earthnet programme).

20 April

Launch of GEOS-1 by Delta rocket.

30 June

Establishment of Eutelsat (European Telecommunications Satellite Organisation), an intergovernmental organisation, by P&T administrations in Europe.

13 September

Unsuccessful launch of OTS-1, due to Delta rocket failure.

22 October

Successful launch of ISEE-B satellite by Delta rocket.

23 November

Meteosat-1 launched by a Thor Delta rocket.

12–14 December

Council approves launch of GEOS-2.

1978

11 May

Launch of OTS-2.

14 July

Launch of GEOS-2 by Delta rocket.

1979

1 January

The first five-year Cooperation Agreement between Canada and ESA comes into effect.

17 October

Signing of Agreement formalising Austria's association with ESA, in Vienna.

19 December

Council appoints Erik Quistgaard (DK) to the post of Director General of ESA. He takes up his duties on 15 May 1980.

24 December

The first Ariane-1 is launched from the Guiana Space Centre.



Erik Quistgaard

1980

26 March

Creation of Arianespace, the world's first commercial space transportation company.

23 May

Failure of Ariane's second test flight (Lo2), causing loss of German Firewheel satellite.

3 July

Decision taken to upgrade Ariane to Ariane-3, designed to launch two satellites into GTO.

30 October

Entry into force of the ESA Convention.

10 December

Ireland becomes a full member of ESA.



The first Ariane launch.

1981

2 April

Agreement signed by Norway to become an associate member of ESA.

August

Work starts on a second Ariane launch site (ELA-2 at Kourou).

1982

10–11 February

Approval of the development of Ariane-4.

9 September

Loss of Marecs-B and Sirio-2 satellites due to failure of first Ariane operational flight.

1983

28 November

First Spacelab launch with Ulf Merbold (D), ESA's first astronaut, on board the US Space Shuttle.



Ulf Merbold

1984

4 August

Launch of ECS-2 by Ariane-3 (Flight 10; first launch of an Ariane-3).

1 September

Reimar Lüst (D) takes office as Director General of ESA.

9 November

Launch of Marecs-B2 by Ariane-3 (Flight 11).

1985

30–31 January

Ministerial Council meeting in Rome: ministers approve the start of preparatory work on the Ariane-5 launch vehicle and the start of the Horizon 2000 science programme, granting the science programme a 5% increase over a period of five years (subsequently extended for another five years at the end of this period); they took note, with interest, of the French decision to undertake the Hermes crewed space plane programme and the proposal by France to associate in the detailed studies its European partners within ESA interested in the programme. Wubbo Ockels (NL) flies on Spacelab D1 mission.

30 October

1986

28 January

US Space Shuttle *Challenger* accident.

13–14 March

Historic encounter of the Giotto probe with Comet Halley.



Comet Halley's nucleus as seen by the Giotto spacecraft.

19 June

The Eumetsat Convention entered into force as an agreement amongst 16 European states.

19 September Finland signs an Association Agreement.

1987

1 January Austria and Norway become the 12th and 13th ESA Member States. Finland becomes an associate member.

9–10 November Ministerial Council meeting in The Hague: the Resolution on the European Long-Term Space Plan and Programmes is adopted, and the development programmes for Ariane-5, Columbus and Hermes are approved.

1988

15 June Ariane-4 launched for the first time (payloads: Meteosat P2 & Amsat III).

29 September Memorandum of Understanding on cooperation in the design and development of Space Station Freedom signed by ESA and NASA in Washington.
First Intergovernmental Agreement (IGA) on Space Station signed by European countries, US and Canada.

1989

8 March Launch of MOP-1 (renamed Meteosat-4) by Ariane.

19 April Celebration of 25 years of European cooperation on space in Paris.

12 July Launch of Olympus by Ariane.

8 August Launch of Hipparcos by Ariane.

1990

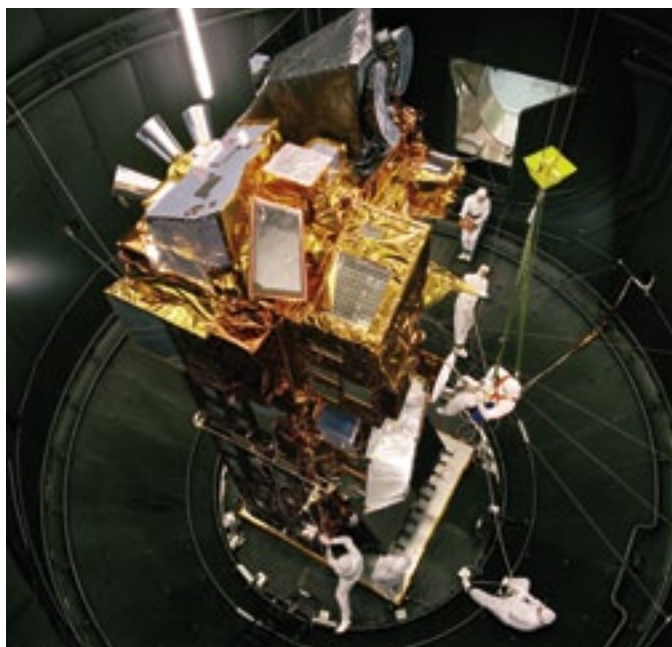
24 April Launch of the Hubble Space Telescope.

4 May Inauguration of the Galileo Programme Office in Brussels in the presence of European Commission Vice-President Loyola de Palacio.

10 May Signing of Host Agreement by the Agency and the Federal Republic of Germany establishing the European Astronaut Centre.

1 October Jean-Marie Luton (F) succeeds Reimar Lüst as Director General of ESA (until 1997).

6 October Launch of the Ulysses mission.



Envisat being made ready for thermal testing at ESTEC.

1991

17 July

18–20 November

Launch of ERS-1.

Ministerial Council meeting in Munich (decisions on reorientation of major infrastructure programmes, Columbus and Hermes).

1992

22 January

31 July

9–10 November

STS-42 mission with Ulf Merbold.

STS-46 mission with Claude Nicollier (CH) and Eureca, the European Retrievable Carrier.

Ministerial Council meeting in Granada, Spain: go-ahead given to develop Envisat-1 and, in cooperation with Eumetsat, initiate MetOp and startup of MSG.

1993

20 November

2–13 December

Launch of Meteosat-6.

First Hubble Space Telescope servicing and repair mission, with participation of Claude Nicollier.

1994

3 October–

4 November

3–14 November

Euromir '94 long-duration mission with Ulf Merbold.

STS-66 ATLAS-3 mission with Jean-François Clervoy (F).

1995

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|-------------------|--|
| 1 January | Finland becomes 14th ESA Member State. |
| 20 April | Launch of ERS-2. |
| 3 September | Euromir '95 long-duration mission, with Thomas Reiter (D), who spends 179 days in space as flight engineer on the ISS. |
| –29 February 1996 | Ministerial Council meeting in Toulouse, France: ministers agree on the funding of Europe's contribution to the ISS. They subscribed, with immediate effect, the Declaration covering the development of the Columbus Orbital Facility (COF), and the Automated Transfer Vehicle (ATV) to be launched by Ariane-5. They also approved definition studies for a Crew Transport Vehicle (CTV) and preparation activities for Station utilisation. Ministers also subscribed with immediate effect three Declarations covering the Ariane-5 Evolution Programme, the Ariane-5 Infrastructure Programme and the Ariane-5 ARTA Programme. |
| 18–20 October | |
| 17 November | Launch of ISO. |

1996

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| 22 February | STS-75 mission with Claude Nicollier, Maurizio Cheli (I) and Umberto Guidoni (I). |
| 4 June | Ariane-5's first test flight (Flight 501) fails, leading to the loss of four Cluster spacecraft. |
| 24 July | Portugal and ESA sign a framework cooperation-type Agreement. |

1997

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| 4 March | Ministerial Council meeting in Paris: follow-up to Toulouse; important decisions taken on the reform of ESA's Industrial Policy through the introduction of more flexibility in the placing of contracts with industry. |
| 20 March | Council appoints Antonio Rodotà (I) as next Director General of ESA. He takes over from Jean-Marie Luton on 1 July. |
| 15 May | STS-84 mission with Jean-François Clervoy. |
| 15 October | Cassini-Huygens launched from Cape Canaveral. |
| 30 October | First successful launch of Ariane-5 (Flight 502). |

1998

- 29 January Signing of the Second Intergovernmental Agreement (IGA) on Space Station Cooperation by 15 countries and of the Memorandum of Understanding between ESA and NASA in Washington.
- 25 March Council approves the proposal to set up a unified European Astronaut Corps by merging existing national astronaut programmes with the ESA programme.
- 22 June Ceremony in Brussels to mark the 25th anniversary of the 1973 European Space Conference which laid the foundations of ESA.
- 23–24 June 136th ESA Council meets in Brussels and approves funding for:
- the first step of the Global Navigation Satellite System;
 - the definition and startup of activities relating to the Earth Observation 'Living Planet Programme';
 - the first step in the development of a more powerful version of Ariane-5, named Ariane-5 Plus; and
 - preliminary work necessary to develop a small launcher called Vega.
- In addition, Council adopts a Resolution on the reinforcement of the synergy between ESA and the European Community. This document was adopted in parallel by EU Research Ministers on 22 June.
- 29 October STS-95 mission with Pedro Duque (E) as Mission Specialist.
- 20 November First element of ISS (Zarya) is launched from Baikonur.
- 20 December Celebration of the 20th anniversary of the ESA/Canada Cooperation Agreement.

1999

- 20 February Jean-Pierre Haigneré (F) begins 188-day mission to Mir Space Station.
- 7–9 April The 139th Council meeting held in Longyearbyen, Svalbard, Norway, at the invitation of Hugo Parr (N), Council Chair.
- 11–12 May Ministerial Council meeting in Brussels approves investments in major new programmes in the areas of telecommunications, navigation, including the definition phase of the Galileo programme, and Earth observation.
- 23–24 June Council elects Alain Bensoussan (F) as its new Chair as from 1 July 1999. He takes over from Hugo Parr.

Artist's impression of part of the Galileo satellite navigation constellation.



10 December

First operational flight of Ariane 5 carrying ESA's X-ray observatory, XMM-Newton.

15 December

Signing of accession agreement with Portugal.

19 December

Third Hubble servicing mission (STS-103) with Claude Nicollier and Jean-François Clervoy.

2000

11 February

STS-99 mission with Gerhard Thiele (D).

21–22 March

ESA Council meets at the CSG, Kourou.

17 May

10th anniversary of the European Astronaut Centre.

21 June

ESA and Canada renew cooperation agreement in Paris in the presence of the Canadian Prime Minister, Jean Chrétien.

16 July–9 August

Launch of Cluster mission (3D space plasma investigation).

14 November

Portugal becomes ESA's 15th Member State.

15 December

Approval of the Vega small launcher development and P80 Advanced Solid Booster programmes.

2001

17 January

Signing of a Framework Cooperation Agreement with Greece in Athens.

21–22 March

Council adopts a Resolution on the implementation of measures concerning the European Cooperating States (ECS).

19 April–1 May

STS-100 mission with Umberto Guidoni. He becomes the first European to visit the International Space Station.

21–31 October

Andromède mission to ISS with Claudie Haigneré (F).

14–15 November

Ministerial Council meeting in Edinburgh: investments in new programmes amounting to nearly €8 billion are approved, including some €500 million for the development of Galileo.

2002

28 February

Launch of Envisat by Ariane-5.

25 April

Robert Vittori (I) flies on Marco Polo Soyuz taxi mission to ISS.

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|----------------|---|
| 12 June | Council elects Per Tegnér (S) as its Chair from 1 July. |
| 28 August | Launch of MSG-1 by Ariane-5. |
| 6 September | 35th anniversary of ESOC. |
| 17 October | Launch of Integral from Baikonur. |
| 30 October | Frank De Winne (B) flies on Odissea Soyuz mission to ISS. |
| 11 December | Failure of the first flight of the new Ariane-5 ECA (Flight 157). |
| 11–12 December | Council appoints Jean-Jacques Dordain (F) as ESA's next Director General. He takes up his post on 1 July 2003, succeeding Antonio Rodotà. |
| | Council also approves the creation of the European Space Policy Institute (ESPI), to be located in Vienna. |

2003

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|-------------|--|
| 1 February | Loss of US Space Shuttle <i>Columbia</i> . |
| 11 February | Signing of the Agreement between ESA and Russia on Cooperation and Partnership in the Exploration and Use of Outer Space for Peaceful Purposes, in Paris in the presence of the Russian Foreign Minister, Igor Ivanov. |
| 15 February | Last flight of an Ariane-4 after 116 flights. |
| 7 April | Signing of ECS Agreement with Hungary. |



Launch of last Ariane-4.

| | |
|--------------|---|
| 26 May | ESA Member States reach an agreement on their participation in the development and validation phase of the Galileo programme. |
| 27 May | Ministerial Council meeting in Paris: important decisions taken on the restructuring of the Ariane launcher sector; ministers also freed funds for the ISS and adopted a Resolution on the strengthening of the relations between ESA and the EU. |
| 2 June | Mars Express, Europe's first mission to the 'Red Planet', launched from Baikonur. |
| 11 June | Council meeting at ESTEC on the occasion of its 35th anniversary. |
| 27 September | SMART-1, Europe's first Moon mission, launched by Ariane-5. |
| 18 October | Pedro Duque flies on Cervantes Soyuz mission to ISS. |
| 24 November | Signing of ECS Agreement with the Czech Republic. |
| 25 November | Signing of the Framework Agreement between ESA and the European Community in Brussels. |

2004

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|-------------|--|
| 4 February | Approval of the programme to build a complex at the Guiana Space Centre for commercial Soyuz launches. |
| 2 March | Launch of Rosetta from Kourou. |
| 19 April | André Kuipers (NL) flies Delta Soyuz mission to ISS. |
| 25 November | First ESA-EU 'Space Council' in Brussels. |



The first image returned by high-resolution camera on Mars Express.

2005

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|-------------|--|
| 14 January | Historic landing of Huygens probe on Titan. |
| 12 February | First successful launch of Ariane-5 ECA. |
| 9 March | Greece becomes 16th ESA Member State. |
| 15 April | Roberto Vittori flies Eneide Soyuz mission to ISS. |



Participants of the Ministerial Council in Berlin, 2005.

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|--------------|---|
| 21–22 June | Council elects Sigmar Wittig (D) as its next Chair as from 1 July 2005. He takes over from Per Tegnér. |
| 30 June | Luxembourg becomes 17th ESA Member State. |
| 8 October | Loss of CryoSat due to Rockot launcher failure. |
| 9 November | Venus Express launched from Baikonur on a Starsem Soyuz Fregat. |
| 5–6 December | Ministerial Council meeting in Berlin: Ministers took decisions concerning the Level of Resources for 2006–2010 for the scientific and basic activities; on the continuation of ongoing optional programmes (EOEP, ISS Exploitation Period 2 and ELIPS Period 2); on launcher evolutions; on ARTES and on new programmes (GMES Space Component and Aurora, comprising its first Exploration mission ExoMars and a Core programme to prepare for future exploration missions). They also approved an overall European launcher policy. |
| 28 December | Launch of first Galileo test satellite (GIOVE-A). |
| 2006 | |
| 17 February | Signing of ECS Agreement with Romania. |
| 22 June | Council renews Director General Jean-Jacques Dordain's mandate until 1 July 2011. |
| 3 July | 20th anniversary of Eumetsat. |
| 4 July | Thomas Reiter flies to ISS for six-month mission (STS-121). |



Sigmar Wittig greets ESA astronaut Christer Fuglesang (S) after the return of STS-116.

| | |
|-------------|---|
| 19 October | Launch of MetOp-A from Baikonur. |
| 9 December | Christer Fuglesang flies on Space Shuttle mission STS-116. |
| 27 December | Launch of COROT (a CNES-led project dedicated to the search for exoplanets), involving ESA and various Member States. |

2007

| | |
|-------------|---|
| 26 February | Inauguration of Soyuz launch pad at Kourou. |
| 27 April | Signing of ECS Agreement with Poland. |
| 22 May | 4th ESA-EU Space Council, Brussels: 29 Ministers adopt the European Space Policy, creating a common political framework for space activities. |



Participants of the 4th Space Council, Brussels, 2007.

- 27 September The States participating in the GMES programme approve the transition to Phase 2 of Segment 1 of the GMES Space Component Programme that covers the first three dedicated Sentinel GMES satellites and their related ground segment.
- 23 October STS-120: Launch of Italian-built Node 2 (Harmony) with ESA astronaut Paolo Nespoli (I).
- 29 November
(& 3 December) European Transport Ministers reach agreement on Galileo procurement structure and governance (Council's conclusions adopted unanimously) following ECOFIN Council's decision on the funding of the project.

2008

- 7 February Launch of Columbus laboratory and two ESA astronauts – Léopold Eyharts (F) and Hans Schlegel (D) – to the International Space Station.
- Inauguration of the European Space Astronomy Centre (ESAC) in the presence of HRH the Prince of Asturias.
- 15 February Council approves the Agreement between the European Community and ESA on GMES.



ESA's Columbus laboratory now an integral part of the ISS.

- 9 March Launch of the *Jules Verne* ATV, the largest payload to date for an Ariane-5 (the first European resupply mission to the ISS, performed by the most complex spacecraft ever produced in Europe).
- 12-13 March Council meeting at ESRIN adopts Enabling Resolutions on Meteosat Third Generation and Space Situational Awareness Programmes and decides to go ahead with phase C/D of Financial Management Reform.
Council also elects Maurici Lucena (E) as its next Chair, who will take office on 1 July 2008.
- 3 April *Jules Verne* ATV successfully docks with International Space Station: a major first for European space, demonstrating mastery of automatic rendezvous and docking techniques.



*Close-up view of ESA's ATV
Jules Verne in orbit.*

- 7 & 24 April The EU Transport Council and the European Parliament adopt the regulations that make it possible to kick off Galileo's industrial procurement process.
- 14 April ESA and Thales Alenia Space sign a €305 million contract to provide the first Sentinel-3 Earth observation satellite, devoted to oceanography and land-vegetation monitoring, as part of the European GMES programme.
- 17 April ESA and Astrium sign a €195 million contract to provide the first Sentinel-2 Earth observation satellite, devoted to monitoring the land environment, as part of the European GMES programme
- 27 April Launch of GIOVE-B, the second experimental Galileo satellite, from Baikonur.
- 18-19 June 200th ESA Council meeting, in Paris.



Ministerial Council in Toulouse, 1995: Francois Fillon, French minister for telecommunications and space, and ESA Director General Jean-Marie Luton.

6. Photographs



The European Space Conference held at the Palais d'Egmont, Brussels, on 15 April 1975, which approved the final draft of the ESA Convention.



Signature of the ESA Convention and of the Final Act of the Conference of Plenipotentiaries, Paris, 30 May 1975.



Accession of Austria and Norway to the ESA Convention, Paris, 12 December 1985 (at table, left to right: Heinz Fischer, Austrian Minister for Research, Gabriel Lafferranderie, ESA Head of Legal Affairs, Reimar Lüst, ESA Director General and Petter Thomassen, Norwegian Minister of Industry).





Ministers at the Ministerial Council, Rome, 1985.



Ministerial Council, Rome, 1985 (left to right, Hubert Curien, Roger Bonnet, Daniel Sacotte and Frédéric d'Allest).



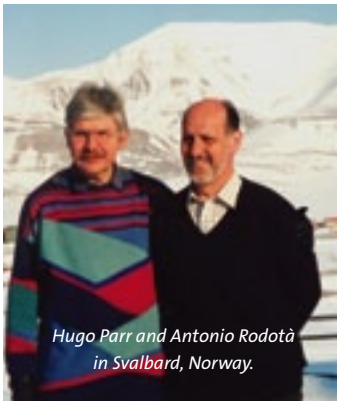
Council meeting in Paris in 1986 chaired by Harry Atkinson.



Henrik Grage, Reimar Lüst and Heinz Riesenhuber share a toast at the Ministerial Council in The Hague, 1987.

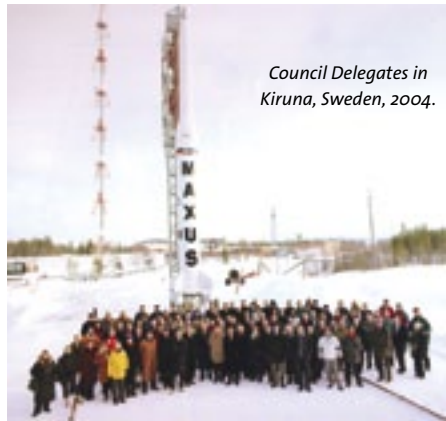


Ministers at the Ministerial Council in Toulouse, 1995.





Jean-Jacques Dordain, Antonio Rodotà and Edelgard Bulmahn at the Ministerial Council in Paris, 2003.



Council Delegates in Kiruna, Sweden, 2004.



Lord (David) Sainsbury and Colin Hicks of the UK Delegation, Berlin, 2005.



Laurens Jan Brinkhorst, Jean-Jacques Dordain and Stefania Barbieri, Head of ESA Legal Department, at the Ministerial Council in Berlin, 2005.



Heads of Delegation, Dresden, June 2007.



View from backstage at the Berlin Council meeting at Ministerial level, December 2005.

7. Behind the scenes at Council



The Director General's Cabinet team: (left to right) Karlheinz Kreuzberg, Johann Oberlechner, Gudrun Deixonne, Sabine de Bisschop.



The Official Documents Management team: (left to right) Clara Klener, Marcel Meunier, Verania Vignon, Nathalie Tinjod, Sabine de Bisschop, Pascal Langlois (not shown, Jürgen Scholz and Philippe Schweiger).



Legal Affairs team: (left to right, front to back) Stefania Barbieri, Frank Riemann, Jean-François Schoonejans, Ines Denais, Gisela Suss, André Farand, Ulrike Bohlmann, Caroline Videlier-Gutmann, Catherine Baudin, Marco Ferrazzani, Barbara Pozzoni, Thierry Herman, Luc Mounier, Mickael Torrado, Anna Maria Balsano, Luz Becker, Nadia Vigna (not shown, Annelie Schoenmaker).



ESA Translation Division: (left to right, front to back) Laure Brissaud, Myriam Julia, Isolde Lupi, Sylvain Dionnet, Paul Reilly, Petra Bartilla, Géraldine Buisson-Boudou, Michelle Tran, Andrea Gruber Caro, Pascale Molina-Raymond, Geraldine McFadden, Colin McKinney, Evelyn Ron, Françoise Habay, Isabelle Delpech, Marie-Thérèse Lachiheb, Frédéric Jamain, Myriam Flambard, Anthony Blend, Oliver Jarchow (not shown Markus Driesch, Isabelle Picou).



The print shop team: (left to right) Pascal Langlois, Camel Cherfi, Marcel Meunier, Gérard Guérin, Laurence Burnel, Frédéric Petit, Stéphane Company.



*Long-time Canadian
delegate Michel Giroux
bids farewell at ESOC
Council, June 2005.*

8. Not forgetting the lighter side

Glossary of terms used in Council

Clarify *v* To fill in the background so that the foreground goes underground.

Compromise 1. *v* To divide a cake in such a way that everybody believes they got the biggest piece. 2. *n* An agreement whereby both parties get what neither of them wanted.

Conference *n* The confusion of one person multiplied by the number present.

Crisis 1. When you can't say, "Let's forget the whole thing." 2. *n* Any situation you want to change.

Diplomacy *n* The art of letting someone else get your way.

Negotiate *v* To seek a meeting of minds without knocking together of heads.

Progress *n* What you get when each mistake is a new one.

Sacrifice *n* Something somebody else is obliged to make.

Strategy *n* A plan for getting from here to where the Director General wants you to be.

Tomorrow *n* One of the greatest labour-saving devices of today.

Decoding Council-speak

A number of different approaches are being tried. - ***We are still grasping at straws.***

Close project coordination - ***We know who to blame.***

Give us your interpretation. - ***I can't wait to hear this.***

It is in progress. - ***It is so wrapped up in red tape that the situation is almost hopeless.***

Please read and initial - ***Let's spread the responsibility for this.***

The entire concept will have to be abandoned. - ***The only person who understood the thing left.***

Under consideration - ***Never heard of it.***

Under active consideration - ***We're looking in the files for it right now.***

We will look into it - ***Forget it, we have enough problems already.***

We will advise you in due course. - ***If we figure it out, we'll let you know.***

What is your present thinking? - ***We'll listen to what you have to say as long as it doesn't interfere with what we've already decided to do.***

Delegates under the magnifying glass



The argumentative one

Gets out of bed the wrong side every morning. Will pick a fight with anyone, on anything.

The reasonable one

Calm, with a positive, can-do attitude.

The 'know-it-all'

Clever clogs. Has the answer to everything.

The talker

Blah, blah... and as I said to such and such. Please let me finish. I didn't interrupt you... And another thing...

The shy one

The quiet type. Not keen on the spotlight.

The obstructive one

An immovable obstacle. No, over my dead body! Thou shalt not pass!

The disinterested one

Yawn, heard it all before!

The 'fence-sitter'

Yes, but on the other hand, we should not move too hastily. Oh, I don't know. My hands are tied. I can't commit to anything at this stage.

The question master

Answers questions with another question. But have you also considered...?

Useful quotes

"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."

(W.S. Churchill)

"Small opportunities are often the beginning of great enterprises."

(Demosthenes)

"When written in Chinese, the word 'crisis' is composed of two characters. One represents danger, and the other represents opportunity."

(J.F. Kennedy)

"Les problèmes sont comme le thé. S'ils sont trop chauds, il faut les laisser refroidir."

(M. Bignier)

"The whole is more than the sum of its parts."

(Aristotle)

"If politics is the art of the possible, research is surely the art of the soluble."

(P. Medawar)

"The secret of success is constancy to purpose."

(B. Disraeli)

Chronology of ESA

Council meetings, 1975-2008

| Council session | Date | Venue | Chair |
|-----------------|---------------------|-------------------|--------------------|
| 1975 | | | |
| 1st | 24-25 June | Neuilly-sur-Seine | M. Lévy (F) |
| 2nd | 31 July – 1 August | Neuilly-sur-Seine | W. Finke (D) |
| 3rd | 2 October | Neuilly-sur-Seine | W. Finke |
| 4th | 19-20 November | Neuilly-sur-Seine | W. Finke |
| 5th | 16-17 December | Neuilly-sur-Seine | W. Finke |
| 1976 | | | |
| 6th | 26 February | Neuilly-sur-Seine | W. Finke |
| 7th | 10-11 May | Neuilly-sur-Seine | W. Finke |
| 8th | 30 June | Neuilly-sur-Seine | W. Finke |
| 9th | 28-29 July | Neuilly-sur-Seine | W. Finke |
| 10th | 7-8 October | Neuilly-sur-Seine | W. Finke |
| 11th | 4 November | Paris | A. Goedhart (NL) |
| 12th | 22-23 November | Paris | W. Finke |
| 13th | 16-17 December | Paris | W. Finke |
| 1977 | | | |
| 14th | 28 January | Paris | W. Finke |
| CM* | 14-15 February | Paris | M. Pedini (I) |
| 15th | 16 February | Paris | W. Finke |
| 16th | 27 April | Paris | W. Finke |
| 17th | 25-26 May | Paris | W. Finke |
| 18th | 30 June-1 July | Paris | W. Finke |
| 19th | 26-27 July | Paris | L. Azcarraga (E) |
| 20th | 3-4 October | Paris | W. Finke |
| 21st | 21-22 November | Paris | W. Finke |
| 22nd | 12-14 December | Paris | W. Finke |
| 1978 | | | |
| 23rd (part I) | 28 February-1 March | Paris | W. Finke |
| 23rd (part II) | 6-7 April | Paris | W. Finke |
| 24th | 25-26 April | Paris | W. Finke |
| 25th | 22 June | Paris | W. Finke |
| 26th | 26-27 July | Paris | J. Stiernstedt (S) |
| 27th | 7-8 November | Paris | J. Stiernstedt |
| 28th | 12-13 December | Paris | J. Stiernstedt |
| 1979 | | | |
| 29th | 27-28 February | Paris | J. Stiernstedt |
| 30th | 3-4 April | Paris | J. Stiernstedt |
| 31st | 15-16 May | Paris | J. Stiernstedt |
| 32nd | 28-29 June | Paris | J. Stiernstedt |
| 33rd | 25-26 July | Paris | J. Stiernstedt |

*CM = Ministerial Council

| Council session | Date | Venue | Chair |
|------------------------|-----------------|--------------|------------------|
| 34th | 10-11 September | Paris | J. Stiernstedt |
| 35th | 10-11 October | Paris | J. Stiernstedt |
| 36th | 23 October | Paris | J. Stiernstedt |
| 37th | 27-28 November | Paris | J. Stiernstedt |
| 38th | 18-19 December | Paris | J. Stiernstedt |
| 1980 | | | |
| 39th | 23-24 January | Paris | J. Stiernstedt |
| 40th | 24-25 March | Paris | J. Stiernstedt |
| 41st | 20 May | Paris | J. Stiernstedt |
| 42nd | 26 June | Paris | J. Stiernstedt |
| 43rd | 22-23 October | Paris | J. Stiernstedt |
| 44th | 25 November | Paris | J. Stiernstedt |
| 45th | 15-16 December | Paris | J. Stiernstedt |
| 1981 | | | |
| 46th | 5 March | Paris | J. Stiernstedt |
| 47th | 29 April | Paris | J. Stiernstedt |
| 48th | 21 May | Paris | J. Stiernstedt |
| 49th | 29-30 June | Paris | J. Stiernstedt |
| 50th | 27-28 October | Paris | H. Curien (F) |
| 51st | 9-10 December | Paris | H. Curien |
| 1982 | | | |
| 52nd | 10-11 February | Paris | H. Atkinson (UK) |
| 53rd | 27-28 April | Paris | H. Curien |
| 54th | 22-23 June | Paris | H. Atkinson |
| 55th | 26-27 October | Paris | H. Curien |
| 56th | 8-9 December | Paris | H. Curien |
| 1983 | | | |
| 57th | 23-24 February | Paris | H. Curien |
| 58th | 13-14 April | Paris | H. Curien |
| 59th | 8-9 June | Paris | H. Curien |
| 60th | 19-20 October | Paris | H. Curien |
| 61st | 7-8 December | Paris | H. Curien |
| 1984 | | | |
| 62nd | 23-24 February | Paris | H. Curien |
| 63rd | 10-11 May | ESTEC | H. Curien |
| 64th | 27-28 June | Paris | H. Curien |
| 65th | 17-18 October | Paris | H. Curien |
| 66th | 12-13 December | Paris | H. Atkinson |

| Council session | Date | Venue | Chair |
|-----------------|----------------|--------------------------|--------------------------|
| 1985 | | | |
| 67th CM | 30-31 January | Rome | G.M.V. van Aardenne (NL) |
| 68th | 27-28 February | Paris | H. Atkinson |
| 69th | 24-25 April | Paris | H. Atkinson |
| 70th | 10-11 June | Paris | H. Atkinson |
| 71st | 23-24 October | Paris | H. Atkinson |
| 72nd | 12-13 December | Paris | H. Atkinson |
| 1986 | | | |
| 73rd | 5-6 March | Paris | H. Atkinson |
| 74th | 26-27 June | Paris | H. Atkinson |
| 75th | 21-23 October | Paris | H. Atkinson |
| 76th | 15-16 December | Paris | H. Atkinson |
| 1987 | | | |
| 77th | 3-4 March | Vienna | H. Atkinson |
| 78th | 22-23 June | Paris | H. Atkinson |
| 79th | 21-22 October | Paris | H. Grage (DK) |
| 80th CM | 9-10 November | The Hague | H. Riesenhuber (D) |
| 81st | 15-16 December | Paris | H. Grage |
| 1988 | | | |
| 82nd | 17-18 March | Paris | H. Grage |
| 83rd | 28-29 June | Paris | H. Grage |
| 84th | 19-29 October | Paris | H. Grage |
| 85th | 15-16 December | Paris | H. Grage |
| 1989 | | | |
| 86th | 13-14 March | Paris | H. Grage |
| 87th | 28-29 June | ESTEC | H. Grage |
| 88th | 18-19 October | Paris | H. Grage |
| 89th | 13-14 December | Paris | H. Grage |
| 1990 | | | |
| 90th | 20-21 March | Paris | H. Grage |
| 91st | 27-28 June | Paris | H. Grage |
| 92nd | 7-18 October | Paris | F. Carassa (I) |
| 93rd | 12-13 December | Paris | F. Carassa |
| 1991 | | | |
| Special Council | 7-8 February | Sta Margherita Ligure | F. Carassa |
| 94th | 20-21 March | Paris | F. Carassa |

| Council session | Date | Venue | Chair |
|------------------------|----------------|--------------|-----------------|
| 95th | 27 June | Paris | F. Carassa |
| 96th (part I) | 19 July | Paris | F. Carassa |
| 96th (part II) | 17 October | Paris | F. Carassa |
| 97th CM | 19-20 November | Munich | C. Aranzadi (E) |
| 98th | 11-12 December | Paris | F. Carassa |

1992

| | | | |
|------------------|----------------|-------------|------------|
| 99th (part I) | 12 February | Paris | F. Carassa |
| 99th (part II) | 19-20 March | Paris | F. Carassa |
| 99th (part III) | 30 April | Paris | H. Grage |
| 99th (part IV) | 25 May | Paris | F. Carassa |
| 100th | 24-25 June | Paris | F. Carassa |
| 101st | 15-16 July | Paris | F. Carassa |
| 102nd | 8 September | Paris | F. Carassa |
| 103rd (part I) | 15 October | Paris | F. Carassa |
| 103rd (part II) | 23 October | Paris | F. Carassa |
| 103rd (part III) | 8 November | Granada (E) | F. Carassa |
| 104th CM | 9-10 November | Granada | H. Curien |
| 105th | 15-16 December | Paris | F. Carassa |

1993

| | | | |
|----------------|----------------|-------|-----------------|
| 106th | 4 February | Paris | F. Carassa |
| 107th | 24-25 March | Paris | F. Carassa |
| 108th | 4 May | Paris | F. Carassa |
| 109th | 23-24 June | Paris | F. Carassa |
| 110th | 13-14 October | Paris | G. Winters (NL) |
| 111th (part I) | 15-16 December | Paris | G. Winters |

1994

| | | | |
|------------------|----------------|-------|------------|
| 111th (part II) | 18 January | Paris | G. Winters |
| 111th (part III) | 31 January | Paris | G. Winters |
| 111th (part IV) | 15 February | Paris | G. Winters |
| 112th | 22-23 March | Paris | G. Winters |
| 113th (part I) | 22-23 June | Paris | G. Winters |
| 113th (part II) | 19 July | Paris | G. Winters |
| 114th | 19-20 October | ESTEC | G. Winters |
| 115th | 14-15 December | Paris | G. Winters |

1995

| | | | |
|-------|-------------|-------|------------|
| 116th | 22 February | Paris | G. Winters |
| 117th | 23 March | Paris | G. Winters |
| 118th | 21-22 June | Paris | G. Winters |
| 119th | 19-20 July | Paris | G. Winters |

| Council session | Date | Venue | Chair |
|------------------------|----------------|--------------|----------------------------------|
| 120th | 31 August | Paris | G. Winters |
| 121st (part I) | 8 September | Paris | G. Winters |
| 121st (part II) | 11 October | Paris | G. Winters |
| 121st (part III) | 17 October | Toulouse | G. Winters |
| 122nd CM | 18-20 October | Toulouse | Y. Ylieff (B) |
| 123rd | 13-14 December | ESTEC | J. Wautrequin (B) /G. Winters |

1996

| | | | |
|------------------|----------------|--------|------------------|
| 124th (part I) | 26 February | Paris | G. Winters |
| 124th (part II) | 20-21 March | Paris | O. Zellhofer (A) |
| 124th (part III) | 14 May | Berlin | G. Winters |
| 125th | 25-26 June | Paris | G. Winters |
| 126th | 24-25 October | Paris | H. Parr (N) |
| 127th | 17-18 December | Paris | H. Parr |

1997

| | | | |
|----------|----------------|-------|-----------|
| 128th | 26 February | Paris | H. Parr |
| 129th CM | 4-5 March | Paris | Y. Ylieff |
| 130th | 19-20 March | Paris | H. Parr |
| 131st | 24-25 June | Paris | H. Parr |
| 132nd | 21-22 October | Paris | H. Parr |
| 133rd | 16-17 December | Paris | H. Parr |

1998

| | | | |
|-------|----------------|----------|---------|
| 134th | 24-25 March | Paris | H. Parr |
| 135th | 4 June | Paris | H. Parr |
| 136th | 23-24 June | Brussels | H. Parr |
| 137th | 21-22 October | Paris | H. Parr |
| 138th | 15-16 December | Paris | H. Parr |

1999

| | | | |
|----------|----------------|---------------------------|---------------------|
| 139th | 7-9 April | Longyearbyen, Svalbard | H. Parr |
| 140th | 10 May | Brussels | H. Parr |
| 141st CM | 11-12 May | Brussels | Lord Sainsbury (UK) |
| 142nd | 23-24 June | Paris | H. Parr |
| 143rd | 20-21 October | Paris | A. Bensoussan (F) |
| 144th | 14-15 December | Paris | A. Bensoussan |

2000

| | | | |
|-------|-------------|--------|---------------|
| 145th | 22-23 March | Kourou | A. Bensoussan |
| 146th | 20-21 June | Paris | A. Bensoussan |

| Council session | Date | Venue | Chair |
|------------------------|----------------|---------------------------|----------------|
| 147th | 19-20 October | Paris | A. Bensoussan |
| 148th CM | 16 November | Brussels | Lord Sainsbury |
| 149th | 19-20 December | Paris | A. Bensoussan |
| 2001 | | | |
| 150th | 21-22 March | ESRIN | A. Bensoussan |
| 151st | 20-21 June | Paris | A. Bensoussan |
| 152nd | 10-11 October | Paris | A. Bensoussan |
| 153rd | 13 November | Edinburgh | A. Bensoussan |
| 154th CM | 14-15 November | Edinburgh | E. Bulmahn (D) |
| 155th | 19-20 December | Paris | A. Bensoussan |
| 2002 | | | |
| 156th | 20-21 March | Paris | A. Bensoussan |
| 157th | 13 April | Paris | A. Bensoussan |
| 159th | 12-13 June | Saint-Hubert, Montreal | A. Bensoussan |
| 158th**(session 1) | 12 December | Paris | P. Tegnér (S) |
| 2003 | | | |
| 162nd | 26-26 February | Paris | P. Tegnér |
| 163rd | 20 March | Paris | P. Tegnér |
| 164th | 25 April | Paris | P. Tegnér |
| 158th (session 2) | 26 May | Paris | P. Tegnér |
| 165th CM | 27 May | Paris | E. Bulmahn |
| 166th | 11-12 June | ESTEC | P. Tegnér |
| 167th | 8-9 October | Paris | P. Tegnér |
| 168th | 12 November | Paris | P. Tegnér |
| 169th | 17-18 December | Paris | P. Tegnér |
| 2004 | | | |
| 170th | 24-25 March | Kiruna | P. Tegnér |
| 171st | 16-17 June | Paris | P. Tegnér |
| 172nd | 13-14 October | Paris | P. Tegnér |
| 173rd | 16 November | Paris | P. Tegnér |
| 174th CM | 125 November | Brussels | E. Bulmahn |
| 175th | 15-16 December | Paris | P. Tegnér |
| 2005 | | | |
| 176th | 17 March | Paris | P. Tegnér |
| 177th | 26 May | Paris | P. Tegnér |
| 178th CM | 17 June | Luxembourg | E. Bulmahn |
| 179th | 21-22 June | ESOC | P. Tegnér |

** The meeting was initially planned to be held on 29 April 2002.

| Council session | Date | Venue | Chair |
|------------------------|----------------|--------------|------------------------|
| 180th | 13-14 October | Paris | S. Wittig (D) |
| 181st | 3 November | Paris | S. Wittig |
| 182nd | 15 November | Paris | S. Wittig |
| 183rd CM ¹ | 28 November | Brussels | G. W. Adamowitsch (D) |
| 184th | 4 December | Berlin | S. Wittig |
| 185th CM | 5-6 December | Berlin | L. J. Brinkhorst (NL) |
| 186th | 14 December | Paris | S. Wittig |
| 2006 | | | |
| 187th | 15-16 March | Paris | S. Wittig |
| 188th | 21-22 June | Paris | S. Wittig |
| 189th | 11-12 October | Paris | S. Wittig |
| 190th | 13-14 December | Paris | S. Wittig/P.Tegnér |
| 2007 | | | |
| 191st | 15 February | Paris | S. Wittig |
| 192nd | 14-15 March | Paris | S. Wittig |
| 193rd | 9 May | Paris | S. Wittig |
| 194th CM ¹ | 22 May | Brussels | M. van der Hoeven (NL) |
| 195th | 13-14 June | Dresden | S. Wittig/P. Tegnér |
| 196th | 10-11 October | Paris | P. Tegnér |
| 197th | 11 December | Paris | P. Tegnér |
| 2008 | | | |
| 198th | 15 February | Paris | P. Tegnér |
| 199th | 12-13 March | ESRIN | P. Tegnér |
| 200th | 18-19 June | Paris | P. Tegnér |

¹ Council meeting at Ministerial level as part of the ESA/EU Space Council

EUROPEAN SPACE AGENCY

C O U N C I L

First Session

The first Session of the Council will take place on 24 and 25 June 1975 in Conference room A (5th floor), 114 Avenue Charles de Gaulle, Neuilly-sur-Seine. The meeting will start at 1000 hours on 24 June.

A restricted meeting will be held during the Session

Draft Agenda

1. Adoption of the Agenda ESA/C/OJ/1, rev.1
2. Approval of minutes of 74th and 75th Sessions and matters arising therefrom ESRO/C/MIN/74
ESRO/C/MIN/75 + Add.1
3. Finance matters
 - 3.1 Programme review
 - a) AFC Resolution ESA/AF/1/Res.1
 - b) New proposals by the Director General ESA/C(75)7
 - c) Financial management - Interim report by the Director General

Reference documents: ESRO/AF(75)51 + corr.1 & 2 + add.1
 - 3.2 Possible new definition of the Unit of Account
Reference: ESRO/AF(75)42
 - 3.3 New scale of contributions to the General and Scientific Satellite Programme Budgets for 1976 ESRO/AF(75)46
 - 3.4 ELDO Accounts and Audit ESA/C(75)6
4. Personnel matters
 - 4.1 Staff rules relating to the Appeals Board ESRO/C(75)15 + add.1
 - 4.2 1974 General review of salaries ESA/C(75)3
 - 4.3 Exceptional review of the remuneration of staff serving in Belgium, Germany, Italy and United Kingdom ESA/C(75)4

5. International matters

- | | | |
|-----|---|------------------------------------|
| 5.1 | Declarations of acceptance by the Organisation of the Agreement on rescue and of the Convention on International liability of the United Nations | ESA/C(75)10* |
| 5.2 | Request for an SDS terminal by Morocco | ESA/C(75)2 |
| 5.3 | Canada - Observer Status | ESA/C(75)8 |
| 6. | <u>Use of ESA as Logo (abbreviation)</u> | ESA/C(75)11* |
| 7. | <u>Structure of the Committees</u> | ESA/C(75)1 ESA/C/I/Res. (draft) |
| 8. | <u>Election of Chairmen of Delegate Bodies</u> | ESA/C/I/Res. (draft) |
| 9. | <u>Other matters</u> | |
| 9.1 | Calendar of meetings | ESA(75)1, rev.1* |
| 9.2 | Any other business | |

Documents not included in 'ESA/C/OJ/1

AGENCE SPATIALE EUROPEENNE

C O N S E I L

Première Session

Liste des participants

Président : Professeur M. Lévy (France)

ALLEMAGNE

| | |
|-----------|------------|
| M. Finke | Délégué |
| M. Loosch | Délégué |
| M. Jordan | Conseiller |
| M. Sauer | Conseiller |

BELGIQUE

| | |
|-------------|---------|
| M. de Reuse | Délégué |
| M. Bousse | Délégué |

DANEMARK

| | |
|------------|------------|
| M. Grage | Délégué |
| M. Knudsen | Délégué |
| M. Winther | Conseiller |

ESPAGNE

| | |
|------------------|---------|
| Gen. Azcarraga | Délégué |
| M. Sanz Aranguet | Délégué |

FRANCE

| | |
|----------------|-------------------|
| M. Bignier | Délégué |
| M. Mollaret | Délégué |
| M. Louet | Délégué suppléant |
| Mme Hiéronimus | Conseiller |
| M. Chamoux | Conseiller |
| M. Kaiser | Conseiller |
| Mme Naugès | Conseiller |
| M. Morel | Conseiller |
| M. Jacques | Conseiller |
| M. Le Thomas | Conseiller |

ITALIE

| | |
|--------------|------------|
| M. Broglio | Délégué |
| M. de Porto | Délégué |
| M. Garcea | Conseiller |
| M. Roméi | Conseiller |
| M. di Veglia | Conseiller |

PAYS BAS

| | |
|---------------|------------|
| M. Goedhart | Délégué |
| M. Kroesen | Délégué |
| M. Flinterman | Conseiller |

ROYAUME UNI

| | |
|-------------|------------|
| M. Robinson | Délégué |
| M. Atkinson | Délégué |
| M. Cavanagh | Conseiller |
| M. Loebell | Conseiller |

SUEDE

| | |
|----------------|------------|
| M. Stiernstedt | Délégué |
| M. Håkansson | Délégué |
| M. Anggård | Conseiller |

SUISSE

| | |
|------------|------------|
| M. Creola | Délégué |
| M. Peter | Délégué |
| M. Quinche | Conseiller |

OBSERVATEUR - AUTRICHE

| | |
|-----------|--|
| M. Ortner | |
|-----------|--|

SECRETARIAT

MM. Gibson, Lebeau, Trella, Van Reeth
M. Kenedi et d'autres membres du Secrétariat

EUROPEAN SPACE AGENCY

ESA/C/I/Res. 2
Neuilly, 25 June 1975
(Translated from French,
25 June)

COUNCIL

Resolution

on the Structure of the ESA Committees

(adopted by the Council at its first session)

The Council,

Having regard to Resolution no. 3 annexed to the Final Act of the Conference of Plenipotentiaries and relating to the subordinate bodies of the European Space Agency,

Considering that, under the terms of Resolution no. 1 annexed to the Final Act of the Conference of Plenipotentiaries and relating to the "de facto" functioning of the European Space Agency, the provisions of the Convention for the establishment of the Agency should be taken into account, to the greatest possible extent, as from the day following the date of the signature of the Final Act,

Considering, consequently, that it is necessary to review the present committee structure in order to see that it conforms to the spirit of Article XI of the ESA Convention,

Noting, however, that such a restructuring can only be effected by taking into consideration the provisions of the ESRO Convention - which forms the legal basis for the "de facto" functioning of the Agency until the entry into force of the ESA Convention - and the provisions of the Arrangements relating to the optional programmes,

1. Finds, consequently, that the Administrative and Finance Committee (AFC) should continue to carry out the attributions and exercise the powers conferred on it by the Financial Protocol annexed to the ESRO Convention;
2. Confirms the terms of reference of the AFC together with the delegation of powers previously conferred on it, subject, on the one hand, to the modifications which may subsequently be made to them when the terms of reference of the Industrial Policy Committee referred to in paragraph 5a below have been defined, and, on the other hand, to the decisions which may be taken later as regards the detailed management of programmes;

3. Decides, going by the spirit of Article XI.8(a) of the ESA Convention, to maintain the Science Programme Committee (SPC) set up by Resolution ESRO/C/LII/Res. 2 and confirms its terms of reference;
4. Decides to bring the activities of the Joint Programmes and Policy Committee (JPPC) to an end as from 1 July 1975;
5. Decides to set up, as subordinate bodies, in pursuance of Article X.7 of the ESRO Convention:
 - (a) An Industrial Policy Committee (IPC), which it invites to submit to it, in the light of the present situation of the Agency as regards industrial policy, draft terms of reference taking into account the provisions of Annex V to the ESA Convention;
 - (b) An International Relations Advisory Group (IRAG), which it invites to submit to it draft terms of reference taking into account the provisions of Articles II(a) and XIV of the ESA Convention;
6. Finds that the Programme Boards for the optional programmes should continue to fulfil the attributions and to exercise the powers assigned to them under the various Arrangements relating to these programmes, currently in force;
7. Requests, nevertheless, the Communication Satellite Programme Board, the Maritime Satellite Programme Board and later the Aeronautical Satellite Programme Board to meet jointly as a "Joint Board on Communication Satellite Programmes";
8. Requests the various bodies referred to above to adopt their respective rules of procedure or, in the case of the existing bodies, to adapt them to their new operating conditions; leaves it to these various bodies to confirm or set up, as appropriate, any sub-committees or working groups that they consider necessary for the proper performance of their missions;
9. Invites its Chairman, when he convenes the Bureau referred to in Article X.3 of the ESRO Convention and Article XI.3(b) of the ESA Convention, to invite the Chairmen of the APC, SPC, IPC, Joint Board on Communication Satellite Programmes and of the Meteorological Satellite, Aeronautical Satellite, Ariane Launcher, and Spacelab Programme Boards to take part in the Bureau meetings.

These meetings of the Bureau should be limited to the practical preparation of the Council's discussions and to coordinating the work of the bodies referred to above.
10. Invites its Chairman to convene meetings of the duly authorised representatives of each delegation in connection with all questions on the Council's agenda which in his opinion are of especial importance and call for prior discussion among the delegations.

EUROPEAN SPACE AGENCY

ESA/C/I/Res. '3
Neuilly, 25 June 1975
(Translated from French
25 June 1975)

COUNCIL

RESOLUTION

ON THE CHAIRMANSHIP OF THE DELEGATE BODIES OF ESA

(adopted by the Council at its first session)

The Council,

Having regard to the Resolution ESA/C/I/Res. 2,

Having taken cognizance of the Bureau's proposals regarding the chairmanship of the delegate bodies of ESA,

1. Decides to appoint the following for a period of one year:

| | |
|--------------------------|---------------------|
| Chairman of the Council: | Dr W. Finke, |
| Vice-Chairman: | Gen. L. Azcarraaga, |
| Vice-Chairman: | Mr J. Stiernstedt; |

2. Recommends the delegate bodies of ESA to consider the following candidates for their chairmanship, for a term of office of one year:

| | |
|---|---------------------|
| Administrative and Finance Committee: | Mr A.L. Goedhart, |
| Science Programme Committee: | Prof. M. Lévy, |
| Industrial Policy Committee: | Mr P. Creola, |
| Joint Board on Communication Satellite Programmes: | Mr D. Cavanagh, |
| Meteorological Satellite Programme Board: | Prof H.L. Knudsen, |
| Ariane Launcher Programme Board: | Mr J. van Eesbeek, |
| Spacelab Programme Board: | Prof. L. Broglio, |
| Aeronautical Satellite Programme Board: | Gen..L. Azcarraaga; |

3. Agrees that, notwithstanding the provisions of Rule 5.1 under the ESRO Council's Rules of Procedure, the term of office of the Chairman and Vice-Chairmen appointed in accordance with paragraph 1 above shall begin on 1 July 1975;

4. Recommends the ESA delegate bodies referred to in paragraph 2 above to adopt the same decision as regards the term of office of their respective Chairmen and Vice-Chairmen.

ESA Council Chairs, Directors General and Council Secretaries 1975-2008

Council at delegate level

| | | |
|-------------------|-----------------|----------------------|
| Maurice Lévy | France | 1975 (first meeting) |
| Wolfgang Finke | Germany | 1975-78 |
| Jan Stjernstedt | Sweden | 1978-81 |
| Hubert Curien | France | 1981-84 |
| Harry Atkinson | United Kingdom | 1984-87 |
| Henrik Grage | Denmark | 1987-90 |
| Francesco Carassa | Italy | 1990-93 |
| Gaele Winters | The Netherlands | 1993-96 |
| Hugo Parr | Norway | 1996-99 |
| Alain Bensoussan | France | 1999-2002 |
| Per Tegnér | Sweden | 2002-2005 |
| Sigmar Wittig | Germany | 2005-2007 |
| Per Tegnér | Sweden | 2007-2008 |

Directors General

| | | |
|----------------------|----------------|-----------|
| Roy Gibson | United Kingdom | 1975-80 |
| Eric Quistgaard | Denmark | 1980-84 |
| Reimar Lüst | Germany | 1984-90 |
| Jean-Marie Luton | France | 1990-97 |
| Antonio Rodotà | Italy | 1997-2003 |
| Jean-Jacques Dordain | France | 2003- |

Council Secretaries

| | | |
|---------------------|----------------|-----------|
| Georges Kenedi | France | 1975-1978 |
| Wilhelm Brado | Germany | 1978-1988 |
| Karl-Egon Reuter | Germany | 1988-1999 |
| Brian Walker | United Kingdom | 1999-2000 |
| Roger Elaerts | Belgium | 2000-2004 |
| Karlheinz Kreuzberg | Germany | 2004- |

ESA Council meetings at ministerial level

Adopted Resolutions

| Date | Venue | Chair |
|----------------------------|---|-----------------------------|
| 14-15 February 1977 | Paris | M. Pedini (I) |
| No. 1 | Resolution on the Earthnet Programme | |
| No. 2 | Resolution on a European Remote Sensing Satellite Programme | |
| No. 3 | Resolution on the Agency and Operational Systems | |
| No. 4 | Resolution on the Agency and its External Relations | |
| 30-31 January 1985 | Rome | G. van Aardenne (NL) |
| No. 1 | Resolution on the Long-Term European Space Plan | |
| No. 2 | Resolution on Participation in the Space Station Programme | |
| 9-10 November 1987 | The Hague | H. Riesenhuber (D) |
| No. 1 | Resolution on the European Long-Term Space Plan and Programmes | |
| No. 2 | Resolution on Participation in the Space Station Programme | |
| 18-20 November 1991 | Munich | C. Aranzadi (E) |
| No. 1 | Resolution on the European Long-Term Space Plan 1992-2005 and Programmes | |
| No. 2 | Resolution on Programmes for Observation of the Earth and its Environment | |
| 9-10 November 1992 | Granada | H. Curien (F) |
| No. 1 | Resolution on the Implementation of the European Long-Term Space Plan and Programmes | |
| No. 2 | Resolution on International Cooperation | |
| No. 3 | Resolution on Space Cooperation with the Russian Federation | |
| 18-20 October 1995 | Toulouse | Y. Ylieff (B) |
| No. 1 | Resolution concerning Decisions on Agency Programmes and Finances | |
| No. 2 | Resolution on Directions for the Agency's policy and future programmes | |
| 4-5 March 1997 | Paris | Y. Ylieff |
| No. 1 | Resolution on the European Space Agency's industrial policy | |
| No. 2 | Resolution on the Review of the Agency's System for calculating the Scale of Contributions for the Mandatory Activities | |

| Date | Venue | Chair |
|----------------------------|---|------------------------------|
| 11-12 May 1999 | Brussels | Lord Sainsbury (UK) |
| No. 1 | Resolution on Shaping the Future of Europe in Space | |
| No. 2 | Resolution on the Agency's Evolution and Programmes | |
| No. 3 | Resolution on the Long-Term Space Policy Committee | |
| 16 November 2000 | Brussels | Lord Sainsbury |
| No. 1 | Resolution on a European Strategy for Space | |
| 14-15 November 2001 | Edinburgh | E. Bulmahn (D) |
| No. 1 | Resolution on Directions for the Agency's Evolution and Policy: "Space Serving European Citizens" | |
| No. 2 | Resolution on the Agency's Programmes | |
| No. 3 | Resolution on the CSG (2002-2006) | |
| No. 4 | Resolution on the International Space Station Programme | |
| 27 May 2003 | Paris | E. Bulmahn |
| No. 1 | Resolution on the Restructuring of the Ariane Launcher Sector | |
| No. 2 | Resolution on the Unblocking of the International Space Station Exploitation Programme Period 1, Sub-envelope 2002-2004 | |
| No. 3 | Resolution on Relations between the European Space Agency and the European Union | |
| No. 4 | Resolution on 2010 Perspectives for the European Launcher Sector | |
| 5-6 December 2005 | Berlin | L. J. Brinkhorst (NL) |
| No. 1 | Resolution on the Agency's Long-Term Plan for Discovery and Competitiveness | |
| No. 2 | Resolution on the Level of Resources for the Agency's Mandatory Activities 2006-2010 | |
| No. 3 | Resolution on the Evolution of the European Launcher Sector | |
| No. 4 | Resolution on the CSG-Extension until end 2008 | |
| No. 5 | Resolution on the Evolution of the Agency | |
| No. 6 | Resolution on the International Space Station Programme | |

ESA/EU Space Councils

| Date | Venue | Chair |
|--|------------|------------------------|
| 25 November 2004 | Brussels | E. Bulmahn (D) |
| First Orientations on the preparation of the European Space Programmes | | |
| 7 June 2005 | Luxembourg | E. Bulmahn |
| Orientations from the 2nd Space Council | | |
| 28 November 2005 | Brussels | G. W. Adamowitsch (D) |
| Orientations from the 3rd Space Council on GMES | | |
| 22 May 2007 | Brussels | M. van der Hoeven (NL) |
| Resolution on the European Space Policy | | |

ESA Council delegates and advisers 1975-2008

Austria (Member State since 1987)

| | |
|-----------------------------|---------------|
| Draxler, Klaus | 1979-85 |
| Jankowitsch, Peter | 1978-99 |
| Kleinsasser, Andrea | 1995- |
| Kneucker, Raoul | 1991-95 |
| Krenn, K. | 1984 |
| Lennkh, Georg | 1982-93 |
| Ortner, Johannes | 1975-98 |
| Pompl, Margarethe | 1996-97 |
| Posch, Harald | 2003- |
| Pseiner, Klaus | 1998- |
| Rainer, Gerhard | 1994-96 |
| Schaedler, Ingolf | 2004 |
| Schmitzer, Eva-Maria | 1997-2002 |
| Schramek, Karl | 1999-2002 |
| Stacher, Ulrich | 2003- |
| Unterer, Ulrike | 1988-96; 2002 |
| Wagner, Gerhard | 1988-89 |
| Wielander-Faustenhammer, J. | 2002-04 |
| Wild, Christian | 1985-92 |
| Zellhofer, Otto | 1982-96 |

Belgium

| | |
|-------------------------|---------|
| Beka, Eric | 1992- |
| Bleeker, Roger de | 1976-86 |
| Bousse, J. | 1975-76 |
| Eltges, Thierry | 1987-89 |
| Fontaine, F. | 1977-79 |
| Fonteyn, Dominique | 2006- |
| Haine, Bernard | 1991-93 |
| Jacob, Max | 1979 |
| Laurent, Jacques | 1976-90 |
| Lemaître, Olivier | 2003-05 |
| Limbouurg, Marie-Claude | 1995-99 |
| Mayence, Jean-François | 1999- |
| Morel, Eric | 1986-87 |

| | |
|------------------------|-----------|
| Nijskens, Jacques | 1995- |
| Poncelet, Lionel | 2007- |
| Praet, Michel | 1987-92 |
| Rémy, Vincent | 1992-93 |
| Reusse, Jean de | 1975 |
| Simon, Paul | 1998-2005 |
| Snoecx, Anni | 1987-92 |
| Thibaut, Georges | 1993-94 |
| Van Eesbeek, Jan | 1975-78 |
| Vanlersberghe, Jacques | 1993-98 |
| Verbeelen, Hendrik | 2004-07 |
| Ver Elst, Mariëlle | 2003- |
| Wagner, Monique | 1992- |
| Wautrequin, Jacques | 1989-1998 |

Canada

| | |
|-------------------------|-----------|
| Baker, Ralph | 1978-80 |
| Beaulieu, Paul J. | 1990-92 |
| Béland, Sylvie | 2004- |
| Bergeron, Laurent A. | 1990-93 |
| Berlinguet, Louis | 1980-82 |
| Boisvert, Larry J. | 2007 |
| Bronstein, Leon | 1985-87 |
| Bujold, Guy | 2008 |
| Burbidge Mark | 2005- |
| Chambers, Jack. | 1994 |
| Chapman, John H. | 1976-79 |
| Dohoo, Roy | 1975 |
| Doré, Roland | 1992-94 |
| Elliott, John | 1977-78 |
| Evans, W. M. (Mac) | 1983-84; |
| | 1994-2001 |
| Franklin, Colin A. | 1977-84 |
| Garneau, Marc | 2001-05 |
| Ghent Mallett, Jocelyne | 1980-90 |
| Gilbert, Hugues | 1996-99; |
| | 2005- |
| Giroux, Michel | 1979-2005 |

| | | | |
|-------------------------|-------------|----------------------|-----------------|
| Guertin, Florian | 2000-05 | Jauho, Pekka | 1987-92 |
| Jha, Virendra | 1997- | Joensuu, Antti | 1990- |
| Kerwin, Larkin | 1990-92 | Kanto, Kimmo | 2007- |
| Kostash, Janis | 1985-87 | Kekkonen, Timo | 1996-99 |
| Lacombe, Carole | 2006 | Kienanen, Timo | 1992 |
| Leclerc Gilles | 1994, 1997- | Kuusi, Juhani | 1994-95 |
| Lessard, Stéphane | 1996-99 | Mäenpää, Martti | 1993-97 |
| Lindberg, Garry M. | 1986-94 | Mäkelä, Pauli | 1992-93 |
| Low, David. I. R. | 1981-85 | Mäklin, Martin | 1996-97 |
| Marchand, J. Raymond | 1975-81 | Murto, Charles | 1987-89 |
| Shisko, Andrew | 1993-97 | Panula-Ontto, Esa | 2001- 06 |
| Tremblay, Jean-Yves | 1990-92 | Peltonen, Petri | 1997-99 |
| Wagner, S. | 1976-80 | Sandell, Hakan | 1989-92 |
| | | Slotte, Per-Håkan | 1988-91 |
| | | Tilli, Kari | 1987- |
| | | Toivola, Yrjö | 1992-95 |
| Denmark | | | |
| Bloch, Charlotte | 2001-03 | | |
| Dalgaard, Jens Ulrik | 1995-2000 | France | |
| Grage, Henrik | 1975- | | |
| Chair | 1987-90 | Allest, Frédéric, d' | 1982-88 |
| Gudmandsen, Preben | 1977-94 | Amigues, Louis | 1981-85 |
| Knudsen, Hans Lottrup | 1975-81 | Barbier, E. | 1980-82 |
| Pedersen, Laurids | 1984-93 | Barre, Joël | 1998-2001 |
| Petersen, Gorm | 2002- | Beau, Laurence | 2002-05 |
| Prahm, Lars | 1996-99 | Bellouard Patrick | 2005 |
| Rosengreen, Birgit | 1994-96 | Ben Aïm, Hélène | 2003-04 |
| Sode-Mogensen, Birgitte | 1991-95; | Bensoussan, Alain | 1996-97, |
| | 2000- | Chair | 1999-2002 |
| Söndergaard, Carsten | 1987-88 | Bescond, Pierre | 1993-94 |
| Tychsen, John | 1994-96 | Bignier, Michel | 1975-76 |
| Winther, Erik | 1975-86 | Bonnal, Patrice | 2005 |
| | | Bonneville, Richard | 2008 |
| | | Brachet, Gérard | 1981; 1994-2002 |
| | | Brintet Damien | 2005 |
| | | Brudieu, Patrice | 2000-05 |
| | | Carré, Philippe | 1990-93 |
| | | Cerf-Mayer, Eric | 2004- |
| | | Chamoux, R. | 1975-76 |
| | | Chappe Alain | 1992 |
| Finland | | | |
| Diehl, Gösta | 1987-88 | | |
| Eriksson, Bo-Göran | 1987-91 | | |
| Herland, Einar-Arne | 1999-2001 | | |
| Immonen, Jorma | 1995-2004 | | |
| Jääskeläinen Juhani | 1995-96 | | |

| | | | |
|-------------------------|------------|--------------------------|--------------------------------|
| Chasseriaux Michel | 1977 | Renaux, D. | 1997 |
| Curien, Hubert | 1976-81; | Rey, H. | 1977-80 |
| Chair | 1981-84 | Roch-Meyrand, Mme | 1982-84 |
| Defline, L. | 1979 | Rousseau | 1975 |
| Dejumne Patrice | 1985-91 | Sacotte, Daniel | 1986-93 |
| Drogoul, Hélène | 1994-98 | Sillard, Yves | 1977-78 |
| Escatha, Yannick, d. | 2003- | Spiero, François | 2004 |
| Faivre, Didier | 1990-98 | Sussel, Jean Jacques | 1984-85 |
| Ferrand, Renaud | 2001-04 | Thibaut, Jean-François | 1989-95 |
| Filliol, S. | 1976-80 | Traizet, Michel | 1986-89 |
| Gotlieb, Bernard | 1985-87 | | |
| Guitton, J. P. | 1977 | Germany | |
| Hieronimus, Anne-marie | 1975-76 | Bachem, Achim | 1997-2005 |
| Jacques, Y. | 1975-77 | Baumgarten, Ludwig | 1995, 1997 & 1999, (MC); 2002- |
| Janichewski, Stéphane | 2001- | Beck, Jürgen B. | 1984-94 |
| Kreiss, Blandine | 1991-93 | Becker, Horst | 1979 |
| Lataillade, Xavier, de | 1997-2000 | Berge, Klaus | 1990-97 |
| Lebeau, André | 1995-96 | Blaesing, Karl-Christoph | 1983 |
| Le Chatelier, Gilles | 2001 | Buschbeck, Konrad | 1977-82 |
| Le Fèvre, Marius | 1976-82 | Densing, Rolf | 2003- |
| Le Franc, Jean-Pascal | 1992 (MC); | Diehl, Herbert | 1999-2001 |
| | 2004- | Döllinger, Walter | 1995, 1997(MC); |
| Le Gall, Jean-Yves | 1991 (MC); | | 2004- |
| | 1996-98 | Drescher, Olivia | 2003- |
| Lévy, Maurice | 1975-76 | Eikenberg, Henning | 1988-90 |
| Lévi, Jean-Daniel | 1990-95 | Engelhard, Helge | 2002-05 |
| Louet, Philippe | 1975-80 | Finke, Wolfgang | 1978-79; 1982-86; |
| Luton, Jean-Marie | 1978-89 | Chair | 1975-1978 |
| Mattei, M. A. | 1984-90 | Frenzel, Dietmar | 1989-91 |
| Mollaret, Louis | 1975-76 | Friske, Dieter M. | 1986-94 |
| Mutin, Jean | 1977-90 | Fulda, Gerhard | 1992-97 |
| Nicoullaud, F. | 1981 | Gerstenlauer, Manfred | 1991-2000 |
| Nutten, Bernard | 1988-89 | Grillo, Wolfgang | 1989-93 |
| Paranthoen, Zénaïde | 1992-95 | Grümann, Roswitha | 2006- |
| Parpex-Dumas, Dominique | 1984-99 | Jordan, Hermann Ludwig | 1975-87 |
| Pellat, René | 1992 | Kappler, Hans | 1990-93 |
| Pellerin, François | 2007- | Kiehne, Norbert | 1997-2000 |
| Plum, Marc | 1998-2001 | | |
| Rebillard, Yves | 1979-97 | | |

| | | | |
|-------------------------|-----------|-----------------------|-----------------|
| Knoerich, Volker | 1975-77 | Ireland | |
| Kröll, Walter | 1987-2001 | | |
| Langer, M. | 1979 | Aylward, Agnes | 1987-89 |
| Liebig, Volker | 1999-2004 | Buckley, Peter | 1999-2001 |
| Loosch, Reinhard | 1975-90 | Burrows, Gordon | 1979-87 |
| Mennicken, Jan-Baldem | 1986-89, | Chamberlain, Seamus | 1993-97 |
| | 1993-97 | Considine, Con | 1991 |
| Miczaika, Thomas | 1997-2004 | Coyle Peter | 1994 |
| Muermans, Hans | 1994-2003 | Ellison, Brendan | 1988-1992 |
| Nagel, Karl-Friedrich | 1995- | English, Michael | 1987-1989; 2004 |
| Oesberg, Rolf-Peter | 1993-2005 | Fahy, Michael Francis | 1992-1998 |
| Otterbein, Manfred | 1995 | Finucane, Brendan | 1976-82 |
| Pabsch, Wiegand | 1988 | Grace, Ann-Marie | 2004 |
| Patermann, Christian | 1982-88 | Hayes, Val | 2004- |
| Rami, Bernhard | 1993-99 | Hennessy, Páraig | 2004-06 |
| Richter, Werner | 2006- | Hodson, Aidan | 2006- |
| Römer, Herbert | 1979-83 | Kearney, Dennis | 1982-84 |
| Sauer, H. K. | 1975-78 | Lalor, Eamonn | 1976-85 |
| Scholtyssek, D. H. | 1975 | McCabe, Mattie | 1981; 1998-2001 |
| Seipel, Heinz G. | 1996 | MacCafferty, Ellen | 2006 |
| Stoewer, Heinz | 1990-95 | MacLiam, Nial | 1977 |
| Strub, Hermann | 1975-90 | Manahan, Michael C. | 1976-86 |
| Urban, Dieter | 1995-2001 | McDonald, Tony | 1998- |
| Von Kameke, Claus | 1978-84 | Molloy, Rody | 1991-93 |
| Von Wagner, Adolph | 1976-90 | Murphy, C. | 1979 |
| Wehner, Jörg | 2003-05 | O'Connor, Tom | 1988-93 |
| Wild, Wolfgang | 1989-93 | O'Donnell, Brian | 1984-2000 |
| Wittig, Sigmar | 2002-05; | Pender, Michael | 1993-95 |
| Chair | 2005-07 | Power, Oliver | 1989-91 |
| Wörner, Johann-Dietrich | 2007- | Shanagher, Martin | 2002 |
| | | Shanahan, Brendan | 2001-04 |

Greece (Member State since 2005)

| | |
|----------------------|-------|
| Krimigis, Stamatios | 2006- |
| Nanopoulos, Dimitris | 2006- |
| Papadakis, Ioannis | 2005- |
| Tsoukalas, Ioannis | 2004- |
| Zerefos, Christos | 2004- |

Italy

| | |
|-----------------------------|------|
| Ago, Pietro | 1980 |
| Bacchetti, Fausto | 1979 |
| Benedetti, Giovanni | 1980 |
| Bignami, Giovanni, Fabrizio | 2007 |

| | | | |
|--------------------------|-----------|---|-----------|
| Bova, Mario | 1982-84 | Sabatini, Marcello | 1995 |
| Broglio, Luigi | 1975-82 | Sciubba, F. | 1975-79 |
| Buongiorno, Carlo | 1985-89 | Sessi, Ugo | 1988- |
| Calamia, Mario | 1994 | Soria, Nicola | 1984 |
| Cammarano, Giovanni | 1978-79 | Tenenbaum, Alexander | 1987- |
| Carassa, Francesco | 1990 | Uguccioni, Bernardo | 1978 |
| Chair | 1990-93 | Vattani, Umberto | 1979-80 |
| Casini, Silvano | 1995-96 | Vetrella, Sergio | 1999-2007 |
| Cassese, Fabio | 2006 | | |
| Castaldo, Amedeo | 1982 | Luxembourg (Member State since 2005) | |
| Cavallo, Giacomo | 2007- | | |
| Cedola, Mario | 1993-94 | Berger, Eugène | 2004-07 |
| Cramarossa, Augusto | 2003- | Decker, Pierre | 2004- |
| D'Auria, Eugenio | 1992-97 | Serres, Marc | 2008- |
| De Julio, Sergio | 1996-2001 | | |
| De Leo, Mario | 1977-87 | Netherlands | |
| De Lillis, Arturo | 2003- | | |
| De Luca, Vincenzo | 2001-04 | Buijink, Chris | 1989-91 |
| Di Lisis, Remo | 1995 | Cadee, Roel | 1983-84 |
| Ferrari, G. | 1975 | De Boer, Nico | 1978-87 |
| Fiocco, Giorgio | 1994-95 | De Bruïne, Frans | 1983-89 |
| Formica, Gianni | 1979-87 | De Groene, Hans | 2001- |
| Garcea, B. | 1975 | De Pater, Koen | 1990-92 |
| Guerriero, Luciano | 1980-93 | Driedonks, Ad | 2001-05 |
| Infante, Giovanni | 1985-88 | Flintermann, Jan | 1975 |
| La Tella, Guido | 1997-2000 | Förster, Harry | 2005-06 |
| Loria, Alberto | 1992-96 | Gathier, Roel | 1988-96 |
| Magliano, M. | 1977-78 | Goedhart, Ad | 1975-81 |
| Mantovani, Aldo | 1985-88 | Heijs Francine | 1997-99 |
| Marchéi, Francesco | 1975-76 | Huysmans, F. O. | 1981-86 |
| Mazzuca, Francesco | 1986-92 | Katerberg, Cor | 2007- |
| Minuto Rizzo, Alessandro | 1986-92 | Kooyman, Jan | 1979-83 |
| Mittiga, S. | 1978-84 | Kroesen, Fred | 1975 |
| Morsillo, Giuseppe | 2004-05 | Linssen, Peter | 1987-95 |
| Pernice, Bartolomeo | 1996-2003 | Marks, John | 1996-97 |
| Puccio, Francesco | 1985 | Lindeman, Johan | 2001- |
| Puppi, Giampiero | 1993-95 | Nieuwpoort, Ger | 2006- |
| Purificato, Benedetto | 1979-85 | Roos, Ruus | 1996-2000 |
| Rebichini, Antonio | 2007 | Schuddeboom, F. | 1975-80 |

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|---|--------------------|---|----------------|
| Siskens, Theo. | 1980-92 | Sørensen, Pål | 1988-1998 |
| Tiemersma, Florette | 1993-96 | Stava, N. O. | 1988 |
| Van Acker, Robert | 2003- | Stornaug, A. | 1983 |
| Van de Donk, Jan | 1992-2003 | Syvetsen, Bjørn P. | 1981-82 |
| Van der Wees, Gerrit | 1992-2005 | Thestrup, G. | 1983 |
| Van Duyvendijk, Bert | 1987-89; 1993-2001 | Thoresen, Tor Jørgen | 1980-82 |
| Van Eldik, A. C. | 1975-76 | Tobiassen, S. | 1978-80 |
| Van Enst, Joris | 1999-2005 | | |
| Wakker, Karel | 2004-06 | Portugal (Member State since 2000) | |
| Winters, Gael | 1991-93 | | |
| Chair | 1993-96 | Carvalho, Maria da Graça | 2002-03 |
| | | Condessa, Rodolfo | 2004-07 |
| Norway (Member State since 1987) | | Corrêa, Virgínia | 2003- |
| | | Lã, João Rosa | 2004-06 |
| Andersen, Bo | 1998- | Mathias, Leonardo | 2000-01 |
| Annexstad, Eirik | 2007- | Monteiro, António | 2001-04; 2006- |
| Arnesen, Tor | 1985 | Ponte, Ana | 2007- |
| Christensen, H.C. | 1985 | Trigo de Abreu, Armando | 2000-02 |
| Eriksen, Th. | 1984 | | |
| Farberg, Jan | 2000-03 | Spain | |
| Göthe, Odd | 1980-87 | | |
| Hovmork, Geir | 2001- | Alonso Burón, Mariano | 1980-83 |
| Ihlen, Nils-Claus | 1991-2006 | Azcárraga Pérez-Caballero, Luis | 1975-86 |
| Jensen, Runar | 1994-99 | Bassols Delgado, María | 1999 |
| Landmark, Bjørn | 1977-93 | Buergo Bandera, Emilia | 1987-2000; |
| Mathisen, Erik P. | 1981 | | 2002-03 |
| Mathisen Magnus | 2002-07 | Carvajal Salido, Antonio de | 1988-90 |
| Middttun, Harald Svanøe | 1984-91 | Álvarez de Eulate, José María | 1977-81 |
| Mortensen, Andreas | 1980-95 | Fernández Fábregas, Francisco | 1976- |
| Nesmoen, A. | 1981 | Fernandez Trigo, Juan | 2000-01 |
| Nord, Haakon | 1978-81 | Franco Iribarnegaray, Carlos | 1977- |
| Parr, Hugo | 1988-96; | Gómez Domínguez, Vicente | 1986-2004 |
| Chair | 1996-99; | Jiménez Abascal, Aníbal Julio | 1983-84 |
| | 1999-2000 | Larrauri Arconada, José | 1990-91 |
| Rosenberg, Georg | 1993-94 | Leceta García, José Manuel | 1997-99; |
| Sagen, Knut E. | 1989-94 | | 2002-04 |
| Skår, Rolf | 1995 (MC); | Lomba Ferreras, Jorge | 2006- |
| | 1998-2006 | López-Aguilar, Juan María | 1989-93 |
| Skeie, Nicolai | 1980-88 | Lucena Betriu, Maurici | 2004- |

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|--------------------------------|-----------------|------------------------|------------------|
| Maura, L. P. | 1975 | Strömbäck, Peter | 2003-2007 |
| Matres Manso, José | 1997-98 | Tegnér, Per | 1998- |
| Monet Antón, Ricardo | 1977-82 | Chair | 2002-05; 2007-08 |
| Montero de Pedro, José | 1975 | Thorslund, Oskar | 2002-06 |
| Muñoz de Laborde, Juan Luis | 2008- | | |
| Obregón Caracho, Jesús María | 1977-79 | Switzerland | |
| Oyarzábal Marchesi, Antonio de | 1987-88 | Abplanalp, Balz | 2007- |
| Román Ramos, José Enrique | 1992-94 | Archinard, Natalia | 2007- |
| Ruiz Molero, Enrique | 1995-97 | Berthet, Stéphane | 2002-02 |
| Salazar Serantes, Gonzalo de | 2001 | Bertschi, Marc | 1994-2006 |
| Sánchez Terán, Pablo | 1993-95 | Christen, Victor | 1986-91 |
| Sanz Aranguéz, Segismundo | 1975-86 | Creola, Peter | 1975-2002 |
| Sierra Toral, Mercedes | 2005- | De Faveri, Lino | 2007- |
| Sodupe Roure, Jaime | 1986-88 | Fürst, Daniel | 2003- |
| Triana García, Eugenio | 1992 | Gottret, Michel | 1991-94 |
| Vidal i Comas, Gabriel | 1998-99 | Greber, Anton, Amb. | 1995 |
| Yturriaga Barberán, | 1979-80 | Hofmann, Roland | 1991-98 |
| José Antonio de | | Joseph, Jean-Claude | 1979-86 |
| | | Kamer, A. | 1978-80 |
| | | Kaufmann, Johannes | 2002-05 |
| | | Knopf Peter | 1999 (CM) |
| | | | 2001-07 |
| | | Neuenschwander, Daniel | 2006- |
| | | Peter, Charles | 1975 |
| | | Piffaretti, Patrick | 1989-2005 |
| | | Quinche, J. O. | 1975-78 |
| | | Ruder, Jean-Pierre | 1984-2004 |
| | | Vinard Pascal | 2001-06 |
| | | United Kingdom | |
| | | Atkinson, Harry | 1975-84; |
| | | Chair | 1984-87 |
| | | Canniff Robert | 2005- |
| | | Catlow, Ian | 1996-97 |
| | | Cavanagh, D. | 1975-76 |
| | | Cooper, Alan | 1997-2004 |
| | | Corbett, Ian | 1990-94 |
| Sweden | | | |
| Änggård, Klas | 1975-81 | | |
| Englund, Björn | 1985-93 | | |
| Engström, Fredrik | 1975-85 | | |
| Fredga, Kerstin | 1987-1998 | | |
| Håkansson, Hans | 1975-86 | | |
| Klevby, Bertil | 1980-85 | | |
| Larsson, Thorwald | 2001- | | |
| Lübeck, Lennart | 1978; 1986-2006 | | |
| Martin-Löf, Johan | 1975 | | |
| Nilsson, Maria | 2004- | | |
| Nobinder, Per | 1976-2000 | | |
| Råland, Birgitta | 1994-2002 | | |
| Renlund, Stefan | 2007- | | |
| Sidenblad, Thomas | 1978-84 | | |
| Sjögren, Sven | 1993-1995 | | |
| Stiernstedt, Jan | 1975-89; | | |
| Chair | 1978-81 | | |
| Strömberg, Silja | 1987-2005 | | |

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|-----------------------|-----------|
| Davis, Derek | 1993-98 |
| Evans, Hugh | 1994-96 |
| Freedman, Paula | 1999-2008 |
| Gibson, Roy | 1985-87 |
| Hawkes, J.C. | 1979-81 |
| Hicks, Colin | 1999-2006 |
| Hodges, Joanne | 1992-94 |
| Iddon, Carol | 1984-85 |
| Inglis, Ken | 1987-94 |
| Jude, Roger J. | 1990-95 |
| Leadbeater, David | 1997 |
| Leeming, Jack | 1984-88 |
| Loebell, J.B. | 1975-80 |
| Lumley, David | 1996-98 |
| MacDonald, Alistair | 1985 |
| Mallett, Ted | 1976-79 |
| Nicholas, A. Clifford | 1981-90 |
| Perriment, Tom | 1998-2005 |
| Pounds, Ken | 1994-96 |
| Pryor, Arthur J. | 1988-93 |
| Roberts, Trevor | 1982-85 |
| Rissone, Robin | 1975-81 |
| Robinson, Patrick | 1994-95 |
| Sivalingam, Raj | 2004- |
| Southwood, David | 1994 |
| Thomas, Jim | 1993-94 |
| Williams, Paul | 1979-80 |
| Williams David | 2006- |

Council facts and figures

Between 1975 and June 2008...

200 (official) Council meetings were held, of which:

- 12 at ministerial level;
- 4 'Space Councils'.

There have been:

- 12 Chairs at delegate level and 10 at ministerial level;
- 6 Directors General;
- 6 Council Secretaries.

Council has adopted:

443 Resolutions, of which:

- 35 at ministerial level (record for one Council; six, in Berlin);
- 1 Act in Council.

Council has approved approximately 350 international agreements.

Issued for Council:

- around 5000 Council documents from 1975–2005 (original language only);
- in 2007, 189 documents were listed on the agenda of the unrestricted Council.

Council has created:

- 49 Council Working Groups;
- 28 subordinate bodies (PBs and Committees).

Council has nominated 38 persons to various Director posts.

Approximately 500 delegates and advisers since 1975 (not including those who only took part sporadically or once or twice).

1st meeting: delegations of 10 Member States and one observer (Austria).
200th meeting: delegations from 17 Member States plus Canada, and EU as observer.

Delegates who took part in the first meeting and still involved in 2008:

- 1 - Henrik Grage (DK)

