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## USE OF INDEPENDENCE, NON-DEPENDENCE AND INTERDEPENDENCE AS STRATEGIC ELEMENTS IN SPACE PARTNERSHIPS

## Abstract

A vast number space projects and programmes today – and even more in the future – are based on bi- or multilateral cooperation partnerships. Interdependency is an integrate element in such cooperation and often strongly influences programme management and schedules. Interdependency is a risk factor for each partner, but at the same time possibly an instrument of political considerations. Whilst generally agencies would wish to pursue projects on an independent basis, it is often unavoidable to cooperate with partners, e.g. because of budgetary or technical reasons, when necessary technologies are not available at the required readiness level. Agencies are then confronted with the decision about how to implement a) critical technologies (maintaining independency), b) technologies which are locally available, but which for specific reasons are preferred to be acquired from partners (non-dependence), and c) technologies that are not available locally and therefore must be contributed by a partner. Against this background the paper tackles the question of a conscious approach to the selection of partner contributions, on programme, system and technology level, aiming for a balance between priorities for independency and partnerships with mutual benefits.