Consolidated Annual Activity Report (CAAR) of the **EU Agency for Railways**

2023

EUROPEAN UNION
AGENCY
FOR RAILWAYS

Contents

Glossary

AD	Administrator
AMOCS	Acceptable Means of Compliance
AO	Authorising Officer
AOD	Authorising Officer by Delegation
ASLP	Assessment of Safety Level and Performance
AST	Assistant
BoA	Board of Appeal
CA	Contract Agent
CAAR	Consolidated Annual Activity Report
CCM	Change Control Management
CCS	Control Command and Signalling
CEOS	Conditions of Employment of Other Servants
COVID-19	Coronavirus pandemic (SARS-CoV-2)
CSMs	Common Safety Methods
CSTs	Common Safety Targets
DG BUDG	Directorate-General for Budget
DG DIGIT	Directorate-General for Informatics
DG MOVE	Directorate-General for Mobility and Transport
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DoI	Declaration of Interest
EASA	European Union Aviation Safety Agency
EB	Executive Board
EC	European Commission
ECA	European Court of Auditors
ECM	Entity in Charge of Maintenance
EFTA	European Free Trade Association
ERA	European Union Agency for Railways
ERADIS	ERA Database on Interoperability and Safety
ERATV	European Register of Authorised Types of Vehicles
EU Rail JU	Europe's Rail Joint Undertaking
ERSAD	European Railway Stations Accessibility Database
ERTMS	European Rail Traffic Management System
ESG	Economic Steering Group
ETCS	European Train Control System
EU	European Union
EUAN	EU Agencies Network
EUDG	Expert Users and Development Group
EUMedRail	EuroMed Rail Safety and Interoperability Project
EVR	European Vehicle Register
FM	Facility Management
FRMCS	Future Railway Mobile Communication System
FTE	Full Time Equivalent

FWC	Framework Contract
GoA	Group of Analyst
HOF	Human and Organisational Factors
HQ	Headquarters
HR	Human Resources
IAS	Internal Audit Service of the Commission
ICC	Internal Control Coordinator
ICF	Internal Control Framework
ICT	Information and Communication Technologies
IM	Infrastructure Manager
IMCS	Internal Management and Control System
IPA	Instrument for Pre-accession Assistance
IRSC	International Railway Safety Council
ISO	International Organisation for Standardization
ISS	Information Sharing System
IT	Information Technology
JNS	Joint Network Secretariat
JU	Joint Undertaking
KPI	Key Performance Indicator
MB	Management Board
MS	Member State of the European Union
MT	Management Team
NIB	National Investigation Body
NOBO	Notified Body
NSA	National Safety Authority
NTRs	National Technical Rules
NVR	National Vehicle Register
OSJD	Organization for Co-operation between Railways
OSS	One-Stop Shop
OTIF	Organisation for International Carriage by Rail
PoE	Pool of Experts
RDD	Reference Document Database
Reg.	EC Regulation
RFC	Rail Freight Corridors
RINF	Register of Infrastructures
RISC	Railway Interoperability and Safety Committee
RMP	Risk Management Platform
RSD	Railway Safety Directive
RU	Railway Undertaking
SAIT	Safety Alert IT Tools
SERA	Single European Railway Area
SLA	Service Level Agreement
SME	Small and medium-sized enterprise
SMS	Safety Management System
SNE	Seconded National Expert
SP	Safety Performance
SPD	Single Programming Document

SRD	Single Rules Database
SSC	Single Safety Certificate
TAs	Temporary Agents
TA	Trackside Approvals
TAF	Telematics Applications for Freight
TAP	Telematics Applications for Passenger Services
TDG	Transport of Dangerous Goods
TSI	Technical Specifications for Interoperability
UfM	Union for the Mediterranean
UIC	International Union of Railways
TSI	Technical Specifications for Interoperability
VA	Vehicle Authorisation
VKM	Vehicle Keeper Marking
WB6	Western Balkan 6: six countries in Southern and Eastern Europe that are covered by EU enlargement policy.
WP	Work Programme
4RP	Fourth Railway Package

Management Board's analysis and assessment

The Consolidated Annual Activity Report (CAAR) 2023 of the EU Agency for Railways (ERA) is prepared in line with the provisions of the Agency Regulation (EU) No. 796/2016 and those of the Agency Financial Regulation (Management Board Decision no. 206/2019).

The report describes the Agency's performance, together with financial and management information for the year 2023. The above-mentioned regulations also require the Management Board to adopt the Annual Activity Report, and to forward it by 1 July 2024 to the European Parliament, the Council, the European Commission, the Court of Auditors, and to make it available to the general public. The Agency has aligned the content of the current report to the provisions of the Communication from the Commission on the strengthening of the governance of Union Bodies under Art. 70 of the Financial Regulation 2018/1046 and on the EC guidelines of the Consolidated Annual Activity Report, issued in April 2020 (C (2020) 2297).

Assessment by the Agency's Management Board

2023 was a year of challenges during which the Agency successfully managed its difficult conditions on resources both human and budgetary, with a significant increase in both policy and authority tasks and a very high indexation of salaries in 2023.

2023 also saw many railway events taking place across Europe during which regulators, companies, unions, and other important stakeholders could meet and discuss the future of railways, as well as its challenges. For instance, the importance of innovating learning solutions was intensely discussed at the European Rail Safety Days in Tallinn, while interoperability was under the spotlight in the Multimodal Transport conference organised in Hamburg. The Agency's Management Board itself met in-person for the first time since the COVID-19 pandemic.

We were all painfully reminded of the vital importance of a healthy, safe, and interoperable rail system across Europe. On Feb. 28, 2023, Europe witnessed a dramatic rail accident. A passenger train collided with a freight train on a line linking Athens with Thessaloniki. 57 people were killed in this tragic accident, and 85 were injured. Following the official request from the European Commission (art 35.5 of the Agency's regulation), the European Union Agency for Railways prepared a special report in 2023 on the matter. Through a contribution agreement with DG REFORM, it also carried an assessment of the implementation status of ERTMS in Greece. While the support to the country following this dramatic accident will continue, it reminded the railway community of the importance of railway safety and of the need to continue working with all European partners to share information, best practices, and to support one another to maintain railway as one of the safest modes of transport.

With this broader context in mind, the Management Board has assessed the Executive Director's report on the Agency's achievements and results for 2023. The Board acknowledges the Agency's performance and notes the following key aspects:

(1) the Agency has continued in 2023 to perform its role of **EU authority responsible for issuing authorisations for placing railway vehicles on the market, single safety certificates for railway undertakings and ERTMS trackside approvals.**

In 2023, 1837 decisions on Vehicle Authorisations were issued, which authorised 24% more vehicles on the market than in 2022. 76 Single Safety Certificates were also delivered in 2023, which represented an increase of 15% compared with the previous year. In addition, 10 ERTMS Trackside Approvals were issued, which represents the highest figures ever recorded by the Agency since the full implementation of the Technical Pillar of the 4th Railway Package. The improved number of 10 completed ERTMS TA is highly welcomed because there are more than 90 projects in the pipeline and this function is crucial for timely completion of ERTMS track side investments as part of the European Deployment Plan. This proves the successful and timely delivery of tasks under the 4th railway package by the Agency. The Agency also celebrated an important milestone in 2023: the 50,000th vehicle authorised by ERA. Continuous improvements to the authority tasks are successful and part of the ERA 4th railway package steering group.

The Board expresses its satisfaction by noting that the Agency has continued to effectively perform its role of EU-wide authority since the start of its mandate and has shown a high capacity to adapt to the increasing demand for these services. It also appreciates the transparency provided by the Agency in sharing up-to-date data on the number of applications, requests received, processed for its authority tasks, as well as the related budgetary forecast at every MB meeting organised in 2023.

In addition, the Board notes the Agency's effective maintenance of the One-stop Shop (OSS) as well as the maintenance and upgrade of other registers, fulfilling the needs of the stakeholders and with a view to completing in a timely manner the requirements of the new TSI package.

Furthermore, the Management Board expresses its satisfaction regarding the good continuation of the 4th Railway Package Steering Group activities, which started 2019, allowing the Board to get reports about the Agency's preparedness for the 4th Railway Package and to address early issues linked to its implementation in a constructive manner.

(2) The Board notes that the Agency has continued to successfully deliver **its tasks in the field of EU rail interoperability and safety.**

The Board is pleased with the work carried out in the area in 2023. Indeed, it welcomes the continuous commitment from the Agency to the objective of creating a Single European Railway Area and its sustained work in key areas such as reducing national rules and ensuring the maturity of its technical specifications for interoperability. Following the impressive hard work of the Agency and stakeholders in the delivery of its recommendations on the revision of the TSI in 2022, the package was adopted in March 2023 and entered into force in September 2023, which represents an impressive milestone. The Agency supported the process in 2023 and developed guides to support the application of the new TSIs to the best extent possible. The board noted that the ERA recommendations on the 2023 TSI package was highly valued whereas the decision-making procedure at the comitology procedure took more time than expected.

The Board is also content with the extensive work carried by the Agency in 2023 to assess the National Rules for vehicle authorisation, especially with the completion of the assessments for the notified rules and their inclusion in SRD for the following member states: Croatia, Slovakia, Luxembourg, and France. With this further progress, the Agency has in fact covered the pre-assessment of all the notified VA rules to date. The Board is looking forward to the finalisation of the assessment for the remaining national rules for fixed installations, as well as to the results in terms of rules reduction over the next years. The Board is equally satisfied with the advancement made with National Safety Rules assessment.

In addition, the Board warmly recognises the work carried out by the Agency in the field of railway safety. Faced with the tragic accident in Greece and the triggering of Article 35(5)

by the European Commission, the Agency agilely responded and shifted some of its priorities to tackle this task. Within a context of increasing demand for Single Safety Certificates, the Agency faced pressure to deliver on multiple fronts and did not shy away from delivering very positive results, despite the very challenging context. It continued to work on safety culture by preparing specific reports and tailored training sessions to support the railway sector to the best extent of its ability. It also developed specific support material on the safety management system. The Board appreciates the active outreach organised by the Agency on Safety Leadership and wider safety portfolio.

(3) The Management Board notes with satisfaction that the Agency has effectively performed its tasks in the field of **NSA monitoring, with a wider scope than in its previous cycle, as well as the NoBo monitoring tasks.**

Indeed, 2023 was the second year of the second audit cycle. This audit cycle which started in 2022 has a wider scope than that of the first one, encompassing all tasks assigned to NSAs by EU legislation. The Agency successfully delivered eight reports on NSA Croatia, NSA Romania, NSA Austria, NSA Portugal, NSA Luxembourg, NSA Denmark, NSA Czech Republic, and NSA Finland. This represents a drastic increase compared with 2022, surpassing the objectives of the Strengthening Action Plan.

Regarding the NoBos Monitoring activities in 2023, the Agency exceeded the Management Board's expectations by delivering 9 reports instead of 5 expected. It also carried out 11 audits during the year (France, Poland (2), Italy (2), Spain, Greece, Austria, Latvia, Slovenia, and Finland).

The Agency has also continued its important work supporting NIBs, which was welcomed by the Management Board. Indeed, the Agency attended NIBs Peer Review meetings which supported the harmonisation of different levels of independence and effectiveness of NIBs.

The Management Board deems these activities significant to support the tasks related to issuing the Vehicle Authorisations and Single Safety Certificates, as well as other related processes, such as the TSI revision. The Board therefore encourages the Agency to continue its excellent work for these activities in the future.

(4) The Management Board appreciates the **Agency's presence in relevant EU and international fora as well as its facilitating role in the context of the NSA, NIB and NRB cooperation**.

The Management Board acknowledges Agency's continued cooperation with OTIF, with the NSA, NIB and NRB networks, as well as its key role played with the IPA and EuMedRail projects. The Board is also very pleased with the continuous support the Agency has provided to the European Commission when it comes to issues relating to the connectivity with Ukraine, and the enhancement of the contacts with the Ukrainian rail authorities on a wide range of relevant topics. The Agency also took care of the official translation of several guides on rail safety topics for Ukrainian authorities.

(5) The Management Board recognises the Agency's **efforts to strengthen its strategic development in coordination with the European Commission and in relation to the Executive Board strategic agenda**.

The Management Board welcomes the Agency' efforts in 2023 to continue strengthening its strategic agenda and ensuring consistency between all strategies, roadmaps and guidance produced. The Board is particularly pleased with the undeniable advancement of all of the EB Strategic Calendar topics.

Indeed, the work on data and digitalisation in 2023 continued at a good pace, towards the overarching goal of data-centricity and its six pillars. The Agency continued to work on data governance, change management and the ERA ontology. The Agency launched in 2023 its Railway Factsheets, an intuitive tool aimed at unlocking data and addressing fragmentation within the European railway data landscape. The Board looks forward to the

future strategic cooperation of the Agency with the railway sector, which will that enables efficiency gains for the entire European railway sector.

The Management Board was equally pleased to see the start of the implementation of the Human Resources (HR) strategy 2023-2027. The establishment of a steering committee within the Agency yielded much progress, of which the Board supports. Such strategy is essential for the Agency, not only to ensure it is appropriately staffed, but also to ensure that it attracts the right profiles with the required skills and competencies needed within the Agency, in line with the Strengthening Action Plan direction. The Board looks forward to its continued implementation onwards.

Furthermore, the Management Board was pleased to see the progress made with the change management initiative "Better Together", which saw the finalisation of 5 out the 11 priority work packages voted in 2022. The Board was pleased to witness the engagement of ERA's staff which volunteered to respond to the need for organisational culture change in line with the changes to the Agency's mandate over the last years. The Board looks forward to the further progress in the implementation of the remaining 7 work packages in the near future, as well as those of the newly defined actions under the six enabler attributes.

The Management Board also warmly welcomed the work on diversity and inclusion performed internally by the Agency. The Board was particularly pleased to see this work continuing, as it had been recognised by the Network of the Agencies of the European Union (EUAN), which rewarded ERA with a Certificate of Excellence in 2022. With more speed networking, webinars, and various actions on this topic, the Board is pleased with the Agency's achievements. This topic remains of high importance for the Board, especially as it hopes to see in the future a better gender balance within the Agency at all levels.

Moreover, the Board was content with the implementation of the Environment Strategy, which was annexed to the SPD 2023-2025. This important document showcases the already implemented actions from the Agency to reduce its carbon footprint, as well as its pledges for the future. The Board will carefully monitor the implementation of this important strategy in the coming years.

The Board has closely monitored the implementation of the Strengthening Action Plan (SAP) in 2023, the first year of implementation of this key strategic document of ERA. The Agency developed its SPD 2023-2025 ensuring the additional resources granted under this plan were allocated to the agreed priority areas. These new resources would deliver agreed actions which are clearly identified in the SPD and were carefully monitored throughout the year and reported upon transparently at each Executive and Management Board through a dedicated interactive dashboard. The Board notes with satisfaction that the Agency was capable to hire 10 out of the 12 SAP vacancies, managing the budget constraints in a very agile way, by phased hiring. The Board notes with appreciation the good functioning of the internal taskforce in the Agency to implement specific actions from the SAP, such as process leaning, workload analysis, budget implementation optimisation and the review of the matrix approach. This is even more welcome in the context in which very limited additional work capacity was made available for ensuring the running of these streams. The Board appreciates the focus put by the Agency on strengthening the competency management of the ERA staff in view of making the Strengthening Action Plan a reality. It is clear for the Management Board that the success of the SAP relies on the involvement and motivation of the ERA's most important resource – the human capital. The Board was pleased of the progress made in the implementation of this action plan and looks forward to the further implementation of the SAP in 2024.

In addition, the Board appreciated the SPD 2025-2027 workshop organised in-person in Lille in June 2023. This interactive and productive workshop targeted the following five strategic topics: safety, TSIs and national rules, data and digitalisation, inclusiveness, and the dual system for authority tasks. This exercise led to fruitful exchanges, which were used for the first draft of SDP 2025-2027, endorsed in November 2023. This is extremely important to ensure that all activities and outputs produced by the Agency are in line

with the identified long-term outcome agreed upon with the Management Board, and therefore making the best of use of its resources. The Management wishes for the Agency to continue on this successful path.

(6) The Management Board acknowledges **the level of transparency of Agency's reporting on the SPD outputs achievement and on the budget execution**, respectively.

In 2023, the Agency further developed its corporate dashboard, through the use of an innovative tool so as to provide clear and transparent data on the Agency's work and performance, such as the human resources, the budget overview, the authority tasks, the status of implementation for the key projects and services (human resources intensive, budget intensive or other projects flagged by the Management Board for their strategic importance). It also added in 2023 information on audits to provide a comprehensive overview to the Management Board. A dedicated section was also developed specifically on the Strengthening Action Plan to track the progress of the priority areas, of the recruitment, as well as any upcoming risks. These refined tools were warmly appreciated by the Members of the Management Board and are a proof of Agency's commitment to an effective and transparent governance.

The Management Board is equally pleased with the Agency's performance in implementing its allocated budget in 2023 and praises the high rate of budget execution (99.93% for commitments and 96% for payments). This is part of a continued positive trend over the last years, which the Board is very happy to note. The Board appreciates the Agency for having managed its budget in difficult conditions, with very high indexation of salaries in 2023. The Management Board encourages the Agency to pursue these positive efforts over the coming years for an effective and efficient budget execution, as well as its positive practices of ensuring transparency and pro-active decisions on its budget implementation.

Furthermore, the Board appreciates the efforts made by the Agency to monitor efficiently its implementation of the annual work programme. Indeed, in 2023, the Management Board validated the concept of substantial and non-substantial amendment to the SPD following the one-year trial, which started in 2022. This allowed the Agency to amend the SPD for minor editorial changes while reducing the administration both for the Management Board and the Agency. Overall, the Agency has carried out three rounds of substantial amendments, and four rounds of non-substantial ones, which ensured the document was appropriately updated based on the most recent development. In addition, the Management Board welcomes the continuous improvement made to the monitoring of all the Agency's Projects and Services spending, risks, and achievement of the SPD target. Such transparency was reported through the SPD dashboard and reports provided to the Board, which provided an agile, user-friendly tool.

(7) The Management Board acknowledges the efforts made by the Agency to continuously improve its **IT system** throughout 2023, as it continued to move to the cloud its systems, and further enhanced its collection of user-friendly tools, from the Human Resource Management information system of the European Commission (SYSPER) to MIPS for the missions of the Agency's staff. Such tools bring efficiency internally and enhance the transparency within ERA. The Board also welcomes the continuous work carried out in 2023 to support the implementation of SUMMA at the Agency. Being one of the three pilot EU agencies involved, the Board appreciates the contribution the Agency provides to the improvement of a better financial IT application and acknowledges the substantial efforts made by the Agency to embark with the use of this new system, while maintaining business continuity for all its financial operations.

(8) The Management Board is pleased that the European Parliament has granted the discharge for 2022 budget and that the European Court of Auditors audit on the 2022 annual accounts confirmed the **reliability of the accounts, as well as the legality and regularity of all underlying transactions**. The Board was pleased to see the positive impact of the Agency's work on the Internal Control Framework. It recognises the efforts through

its internal management and control system to strengthen a control system which can provide reasonable assurance on sound financial management and on the achievement of the objectives. The Management Board notes the efforts the Agency dedicated to the management of numerous audits in 2023 and welcomes the positive results yielded. The Board notes that the level and scope of auditing shall remain proportional to the financial and other risks profile of the Agency.

(9) The Management Board welcomes the continued efforts of the Agency in strengthening its **communication**, implemented through various channels to reach the largest public possible. The Board is impressed with the stronger presence of the Agency on social media, with and increased engagement and a surge of 16% in followers. In addition, the Agency managed the successful organisation of 10 webinars in 2023 on various topics, which gathered up an incredibly wide audience from across the EU and various sides of the railway sector. For instance, more than 1350 people joined a webinar on the TSI package in June 2023. Such endeavours are really appreciated by the Board, as it allows for stakeholders to not only learn on specific railway topics, but also to interact with the Agency, such as during the Q&A sessions organised on the TSI revision package. In addition, the Agency prepared several publications, videos, and press releases, which have been positively perceived by the Agency's stakeholders.

The Agency also successfully organised many events in 2023, such as the European Rail Safety Days in Estonia, which lasted for 3 days, gathered experts from many regions across Europe. The Board is also pleased with the organisation of a conference on multimodal in Hamburg, which highlighted the need for a modal shift, and the impact multimodality can have to reduce carbon footprint. Finally, the Management Board recognises the hard work of the Agency in 2023 to launch its online learning platform. It welcomes its efficient functioning and the potential it will unleash in the coming years for railway stakeholders across Europe.

(10) The Management Board also appreciates the Agency's high-level **contribution to several key areas of analysis and research**.

The Board is pleased to have seen the publication of the ERA Railway Factsheet, which is an intuitive tool aimed at unlocking data and addressing fragmentation within the European railway data landscape. It also recognises the important work carried out to prepare the upcoming report on the ERA Rail Environmental Report, which will be published in Q3 2024.

The Agency's continued contributions to the work on the System Pillar is also appreciated by the Management Board. Such input is very much needed to ensure the effective and efficient contribution of railway innovation to the competitiveness of rail in the transport mix. The Management Board looks forward to further developments in this area in the future.

(11) The Management Board regrets to notice that resource constraints have continued to impact the Agency's potential scope of work. The **negative priorities noted for 2023** include: the work on the NSA annual performance review; the review of NIB accident investigation reports, and the development of the information sharing system for safety occurrences in Europe. The Management Board has endorsed in 2023 a dedicated paper on Strengthening Operational Safety (SOS) in Europe, which raises the importance of two initiatives – the Safety Information Sharing System and the Priority Countries Programme – based on a detailed problem analysis, clear objectives and business requirements, including the estimation of budget and FTEs. While such initiatives have the potential of boosting operational safety across the EU, there is unfortunately not an associated legal and financial statement. The Agency will continue to work closely with the EC and with the MSs for unlocking this important stream of work in the future.

Conclusions and recommendations

(1) The information provided in the Annual Activity Report 2023 gives the Management Board sufficient assurance that the resources assigned have been used for their purpose in accordance with principles of sound financial management. In addition, the control procedures put in place provide the necessary guarantees concerning the legality and regularity of the transactions underlying the accounts.

(2) The Board witnesses a very good degree of achievement of Agency's targets for the various outputs, a satisfactory degree of achievement for its set of KPIs in 2023, as well as excellent budget implementation rates. The Management Board encourages the Agency to continue the regular monitoring of budget spending and outputs achievement and to keep a standing agenda item on these aspects on the occasion of the Management Board meetings, by continuing to use the very effective instruments put in place, such as the SPD Dashboard. The Management Board also encourages the Agency to continue to provide a regular monitoring of the operations related to its fees and charges related activities, in addition to the ones linked to the EU subsidy.

(3) The Management Board notes that the performance of the Agency continues to be highly dependent on its cooperation with NSAs, NoBos, NIBs and the railway sector, and recommends to the Agency to continue to foster the relationships with its stakeholders.

(4) The Management Board recognises that the Agency has shown its preparedness to cope with the authority tasks in 2023 and encourages the Agency to continue increasing its level of performance for the years to come, in close cooperation with all its stakeholders.

(5) The Management Board strongly recommends that the Agency continues to carefully implement the ERA Strengthening Action Plan 2023-2027 to ensure that the agreed actions will yield positive results and improve the resource management, as well as increase its output delivery. The Management Board also invites the Agency to continue with its regular reporting on the implementation of the Strengthening Action Plan.

(6) The Management Board has effectively played its role remotely in 2023. All the necessary decisions have been taken, ensuring the Agency proper governance. The Management Board has unfortunately still not managed in 2023 to decide on a language arrangement for the Agency, which has impacts on the management of various matters, including authority tasks, HR matters etc.

(7) The Management Board will continue to monitor the satisfactory application of the internal control standards and of the IAS and ECA recommendations, respectively. It appreciates the strong attention given to risk management for all the Agency's operations in a very challenging external environment.

(8) The Management Board appreciates the Agency's efforts to strengthen the strategic planning of its activities in coordination with the European Commission and in line with the Executive Board's strategic agenda and encourages the Agency to continue these efforts in the future.

(9) The Management Board adopts the Annual Activity Report. In the light of the above analysis and assessment, the Management Board requests to forward this Report, together with this analysis, to the European Commission, the European Parliament, the Council, and the Court of Auditors.

05/06/2024

Paloma Iribas Forcat
Chairperson of the Management Board

Mission statement

The updated vision and mission statements of the Agency ("A sustainable, safe European transport system without frontiers" and "Moving Europe towards a sustainable and safe railway system without frontiers", respectively) were defined in 2021, following intense work carried out through the organisational culture change (Better Together) project, with the explicit aim to have full staff buy-in. The new mission and vision statements of the Agency better reflect its current position and role, while of course remaining fully in line with the legal mandate of the Agency.

The Agency contributes to the further development and effective functioning of a Single European Railway Area without frontiers, by guaranteeing a high level of railway safety and interoperability, while improving the competitive position of the railway sector, as envisaged by the Agency Regulation 2016/796. In particular, the Agency shall contribute, on technical matters, to the implementation of Union legislation by developing a common approach to safety on the Union rail system and by enhancing the level of interoperability on the Union rail system and associated data, with a specific focus on facilitating the interoperable deployment of ERTMS and on access to data for pushing rail modernisation and digitalisation. By working in close cooperation with the national authorities acting in the fields of railway safety and interoperability, the Agency will substantially contribute to an increased competitiveness of rail and to the seamless cross-border traffic in the EU. Moreover, through timely delivery of appropriate regulation that reflects the harmonised and validated solution proposals from the Europe's Rail Joint Undertaking, the Agency contributes significantly to the coordinated and rapid deployment of such solutions, thus strengthening the competitiveness of rail in the transport mix. All these elements are translated into rail becoming more attractive and affordable for passengers and freight, with the Agency playing an active role in supporting the delivery of the European Green Deal for the EU citizens and businesses.

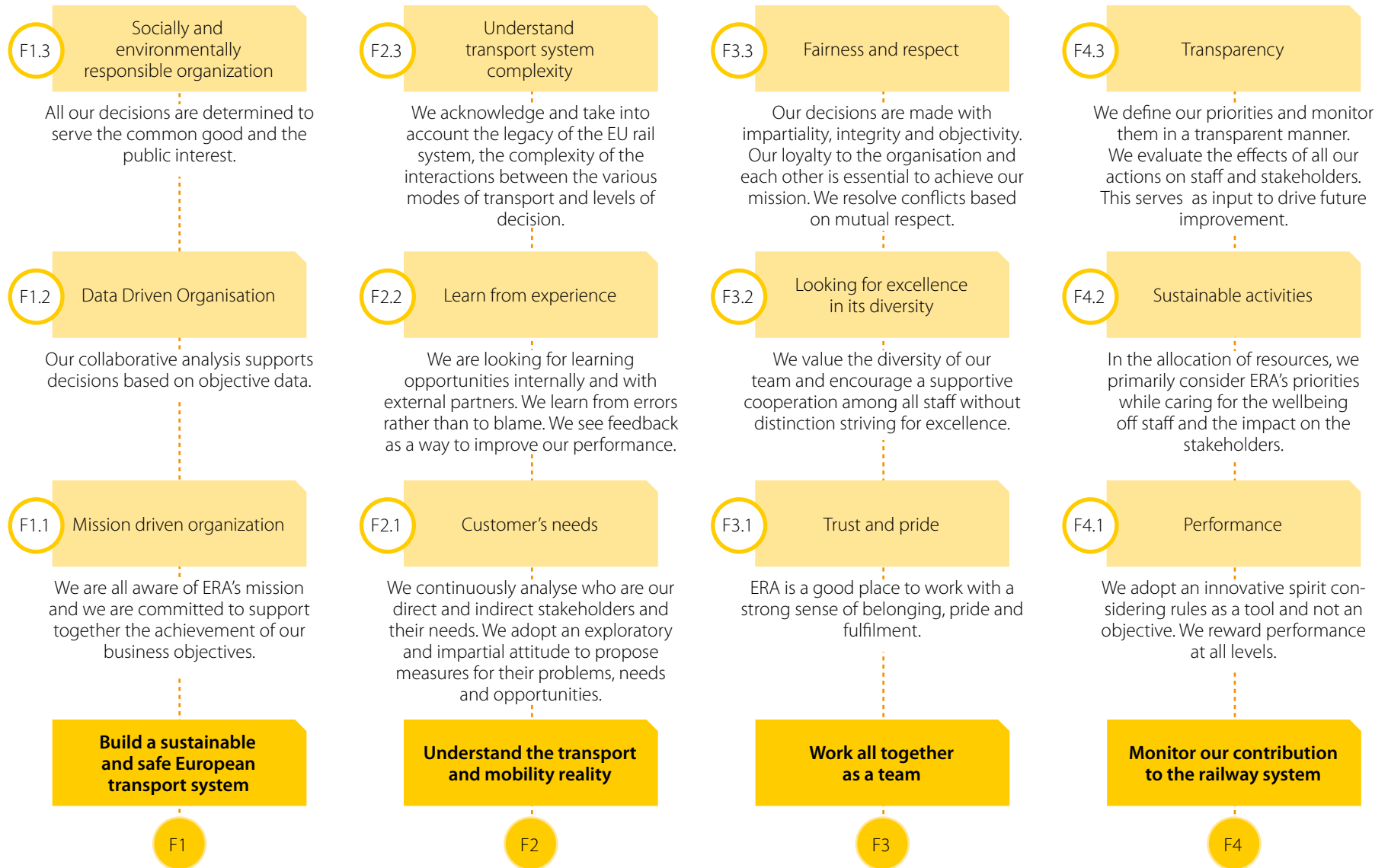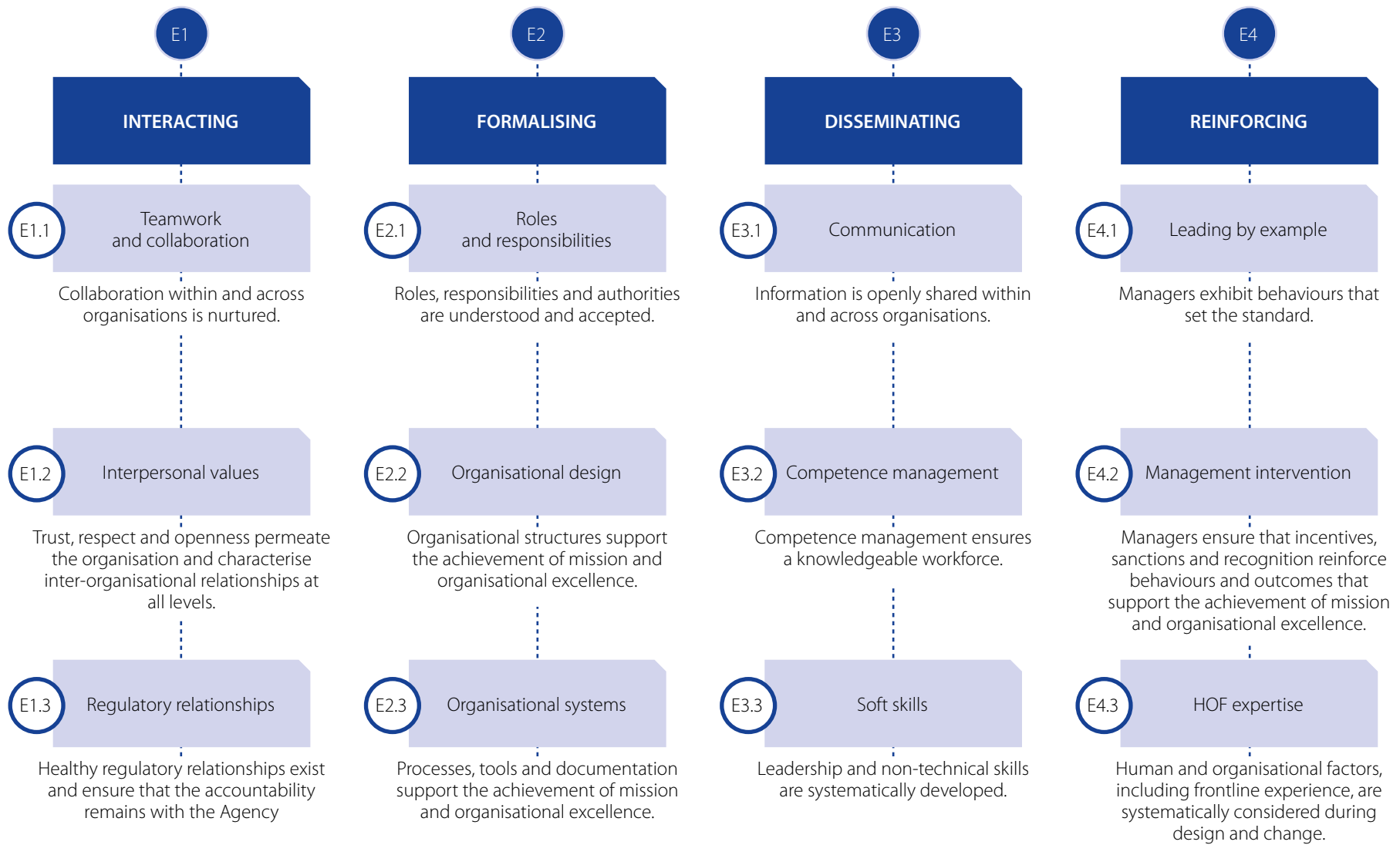| Vision statement	Mission statement
A sustainable, safe European transport system without frontiers	Moving Europe towards a sustainable and safe railway system without frontiers

To foster its mission, the Agency has identified the following fundamentals (F) and enablers (E):

ERA Fundamentals: Attributes

F1.3 Socially and environmentally responsible organization

All our decisions are determined to serve the common good and the public interest.

F1.2 Data Driven Organisation

Our collaborative analysis supports decisions based on objective data.

F1.1 Mission driven organization

We are all aware of ERA's mission and we are committed to support together the achievement of our business objectives.

Build a sustainable and safe European transport system

F1

F2.3 Understand transport system complexity

We acknowledge and take into account the legacy of the EU rail system, the complexity of the interactions between the various modes of transport and levels of decision.

F2.2 Learn from experience

We are looking for learning opportunities internally and with external partners. We learn from errors rather than to blame. We see feedback as a way to improve our performance.

F2.1 Customer's needs

We continuously analyse who are our direct and indirect stakeholders and their needs. We adopt an exploratory and impartial attitude to propose measures for their problems, needs and opportunities.

Understand the transport and mobility reality

F2

F3.3 Fairness and respect

Our decisions are made with impartiality, integrity and objectivity. Our loyalty to the organisation and each other is essential to achieve our mission. We resolve conflicts based on mutual respect.

F3.2 Looking for excellence in its diversity

We value the diversity of our team and encourage a supportive cooperation among all staff without distinction striving for excellence.

F3.1 Trust and pride

ERA is a good place to work with a strong sense of belonging, pride and fulfilment.

Work all together as a team

F3

F4.3 Transparency

We define our priorities and monitor them in a transparent manner. We evaluate the effects of all our actions on staff and stakeholders. This serves as input to drive future improvement.

F4.2 Sustainable activities

In the allocation of resources, we primarily consider ERA's priorities while caring for the wellbeing off staff and the impact on the stakeholders.

F4.1 Performance

We adopt an innovative spirit considering rules as a tool and not an objective. We reward performance at all levels.

Monitor our contribution to the railway system

F4

Organisational cultural enablers: Attributes

E1	**E2**	**E3**	**E4**
INTERACTING	**FORMALISING**	**DISSEMINATING**	**REINFORCING**

E1.1 Teamwork and collaboration

Collaboration within and across organisations is nurtured.

E2.1 Roles and responsibilities

Roles, responsibilities and authorities are understood and accepted.

E3.1 Communication

Information is openly shared within and across organisations.

E4.1 Leading by example

Managers exhibit behaviours that set the standard.

E1.2 Interpersonal values

Trust, respect and openness permeate the organisation and characterise inter-organisational relationships at all levels.

E2.2 Organisational design

Organisational structures support the achievement of mission and organisational excellence.

E3.2 Competence management

Competence management ensures a knowledgeable workforce.

E4.2 Management intervention

Managers ensure that incentives, sanctions and recognition reinforce behaviours and outcomes that support the achievement of mission and organisational excellence.

E1.3 Regulatory relationships

Healthy regulatory relationships exist and ensure that the accountability remains with the Agency

E2.3 Organisational systems

Processes, tools and documentation support the achievement of mission and organisational excellence.

E3.3 Soft skills

Leadership and non-technical skills are systematically developed.

E4.3 HOF expertise

Human and organisational factors, including frontline experience, are systematically considered during design and change.

Through its mission and actions, the Agency is committed to contribute to the EC Political guidelines:

- a European Green Deal
- an economy that works for people
- a Europe fit for the digital age
- a stronger Europe in the world

Executive Summary

The Consolidated Annual Activity Report for 2023 provides an overview of the activities and achievements against the work programme of the Agency. It follows the guidelines established by the European Commission, and as such takes into account the main internal and external factors which have influenced the work of the Agency. Overall, the Agency has been quite successful in achieving its milestones and delivering on its core mission throughout the year.

Within a context of increasing demand for Single Safety Certificates, the Agency faced pressure to deliver on multiple fronts and did not shy away from delivering very positive results, despite the very challenging context. The Board appreciates the active outreach organised by the Agency on Safety Leadership and wider safety portfolio. It continued to work on safety culture by preparing specific reports and tailored training sessions to support the railway sector to the best extent of its ability. The ERA Academy informed about the new TSI revision package via webinar series with more than 1.000 participants at a time. It also made its first trainings for free public access available through the e-Learning platform. It also developed specific support material on the safety management system. Furthermore, the Agency published its fourth Automation Myth paper through its Human and Organisational Factors project. Faced with the tragic accident in Greece and the triggering of Article 35(5) by the European Commission, the Agency agilely responded and shifted some of its priorities to tackle this task.

The Agency's main achievements of 2023 can be summarised as follows:

- Authority tasks in Vehicle Authorisation, Single Safety Certification, and ERTMS Trackside Approval were timely delivered despite the significant increase in the number of applications received.

- Preparation of the Article 35(5) following the Greek accident delivered.

- The second three-year cycle of the monitoring of National Safety Authorities, which started in 2022 with a wider scope, continued in 2023 as planned.

- The Agency has continued the monitoring of Notified Bodies with impressive deliverables, guaranteeing continuous support to Notifying Authorities and National Accreditation Bodies.

- The Agency developed efficient and positive coordination with the EU Rail Joint Undertaking. This resulted in synergies on the preparation of the Standardisation and TSI input Plan (STIP) and the review of the research deliverables from the Flagship projects under the Maturity Check Point activity.

- The 4th Railway Package Steering Group successfully continued its activities and reflected on the way forward, with updated Terms of Reference.

- The annual overviews on Safety and Interoperability, as well as the Report on the Assessment of achievement of safety targets were issued.

- The Agency developed and published innovative Railway Factsheets to reduce fragmentation in the European rail data landscape.

- The ESG Task Force on Data Quality delivered its report in March covering pertinent recommendations for RINF, ERADIS, CSI and railway statistics along with cross-cutting aspects.

- The Agency continued to successfully manage its registers with many improvements implemented in 2023.

- The Agency developed several guides to support the implementation of the new TSI package.

- The Agency has continued to strengthen the multi-annual work plan development in coordination with the European Commission, by involving the Management Board through the dedicated SPD workshop, and in relation to the Executive Board strategic agenda.

- The Agency implemented the first year of the Strengthening Action Plan and set up an internal Task Force to monitor its progress. This fruitful work led to the allocation of 12 additional TAs starting from 2023.

- The Agency further developed and delivered training modules on safety matters, which would enhance safety across the sector.

- Monitoring tools have been improved through the launch of a new platform for monthly reporting and the enhancement of the SPD dashboard.

- The Agency maintained a strong presence in the media and increased its social media following in 2023. Furthermore, an impressive series of webinars was delivered, encompassing several themes, from diversity and inclusion, to safety, interoperability, and cybersecurity. Specific press events were organised in the occasion of the 50000th vehicle authorised by ERA and the launching of the innovative Railway Factsheets.

- A multitude of training sessions were organised by the Agency, for example on safety leadership, organisational just culture European Vehicle Register training for Bosnia and Herzegovina (June), and an ERTMS training for experts from Western Balkans, Georgia, and Türkiye. On the e-Learning platform, the ERA Academy made its first trainings for free public access available.

- Several conferences and events were successfully organised: Satellite4Rail Conference Madrid, European Rail Safety Days 2023, 11th ERA Budapest Workshop, ERA Multimodal Conference 2023, Organisational Just Culture Training, 3rd ERA-ENISA Conference on Cybersecurity in Railways. Furthermore, the Agency introduced a multiannual Communication and Dissemination plan which show the synergy and continuity of the Agency actions in the medium-term.

- The Agency further assessed national rules on fixed installations and safety rules, enhancing interoperability in Europe in 2023.

- The implementation of the budget was much higher than in previous years, with an all-time high budget execution rate in 2023.

- The Better Together project implemented many of its top 10 priorities in 2023, contributing to improving the working environment and culture.

- The Agency endorsed the EUAN Diversity and inclusion charter, promoting a modern, diverse workforce for a modern European rail sector. This was complemented by the 2nd ERA speed networking for women pursuing a career in railways.

As described above, in 2023, the Agency performed its authority tasks and issued Single Safety Certificates, Vehicle Authorisations, and ERTMS Trackside Approvals. The year 2023 has marked a substantial increase in the number of SSC, VA and TA issued compared to previous years (76 SSCs issued, 1837 VAs and 10 ERTMS TAs). The Agency continued to work with the very valuable Pool of Experts in the performance of the Agency's assessment tasks in the context of VA and SSC. This however remained a challenging exercise, given the various resource constraints. Efforts are continuous to enlarge as much as possible the use of the Pool of Experts, which is an important support in the context of Agency limited resources, but also to cope with the language needs.

The Agency ensured a high level of transparency by regularly monitoring and sharing with the Management Board the level of achievement of its SPD outputs and the level of its budget execution, respectively. The Strengthening Action Plan went through its first year of successful implementation in 2023 (more information can be found under section II.6).

The Report reveals a high degree of achievement of Agency's targets for the various outputs, as well as a high degree of achievement for its set of KPIs. The Agency acknowledges

that there is always room for continuous improvement and strives to continuously increase the rate of achievement of its objectives and targets. The report confirms a sound management of the budget, financial and human resources. The Agency is properly following the audit results and audit recommendations received. The Agency's Management assurance is provided with no reservations.

2023 Communication Highlights

The ERA's Stakeholder Relations, Academy and Communications (SAC) team is looking back at an eventful year 2023 in the true sense of the word, with many events, webinars, trainings, press actions, highlighting the added value of the Agency's activities for the sector. ERA's international team has continued to create important links with third countries within its mandate, while the Network meetings have been ramped up with some personal touch and one or the other technical visit to further facilitate exchange and for the NSA Network to stress the Partnership.
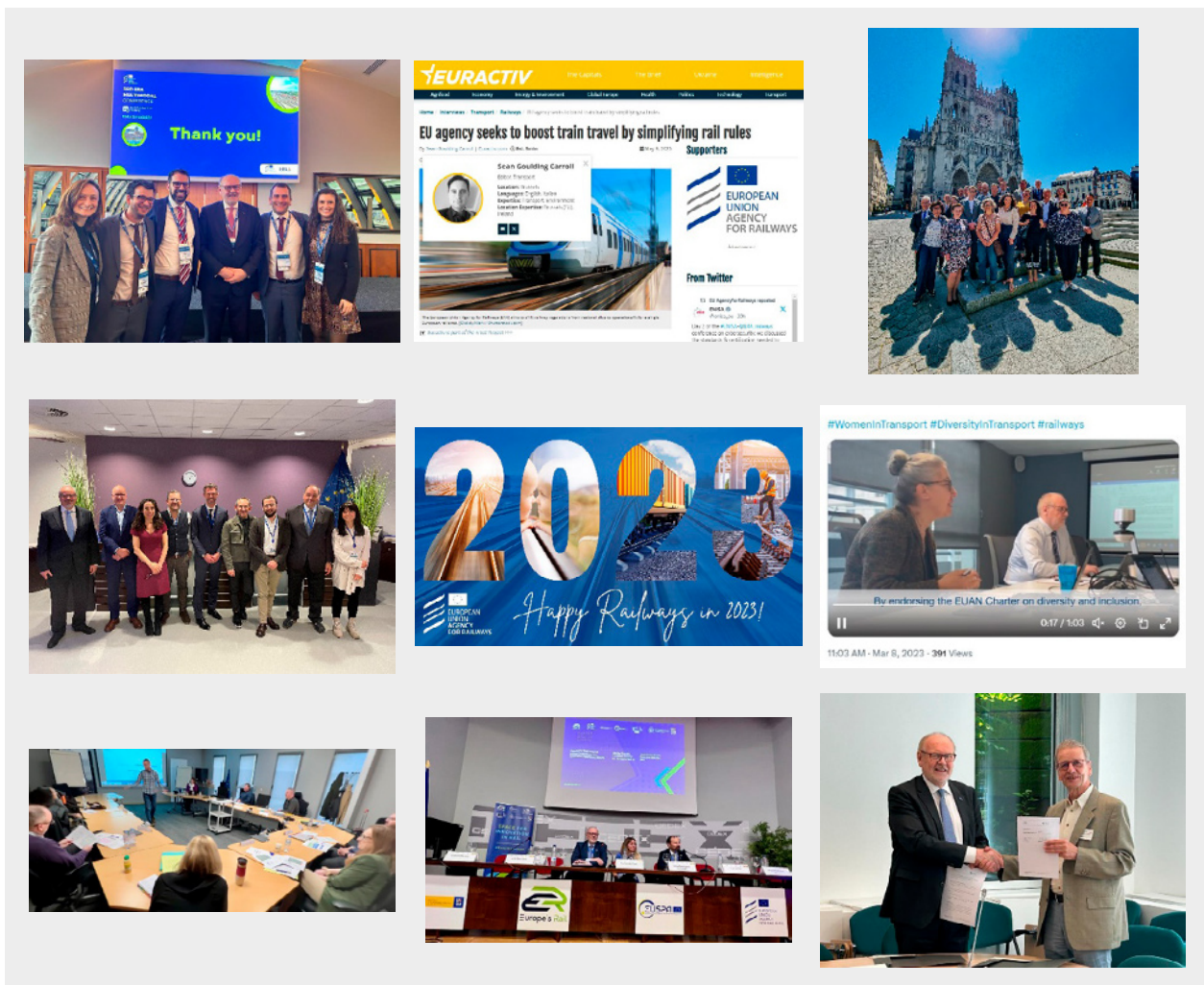
ERA Academy continued to coordinate efficiently the Agency's events, dissemination activities and trainings. September 2023 saw two of ERA's event highlights in 2023, the #Satellite4Rail conference in Madrid (co-organised with MOVE, EU-RAIL, and EUSPA), and ERA's own European Rail Safety Days in Tallinn. Both events attracted hundreds of experts online and on-site, facilitating dialogue between ERA experts and their closest stakeholders. This was followed by the high-level ERA Multimodal Conference in Hamburg in October, and the ERA-ENISA conference on cybersecurity in Athens.

In 2023 a multitude of trainings were organised by the Agency, for example on safety leadership. organisational just culture European Vehicle Register training for Bosnia and Herzegovina (June), and an ERTMS training for experts from Western Balkans, Georgia, and Türkiye. On the e-Learning platform, the ERA Academy made its first trainings for free public access available.

After achieving the positive RISC vote for the TSI revision package, the ERA Academy informed the sector about all novelties via a successful Q&A webinar series, which generated high interest among stakeholders with more than 1.000 online participants at a time.

The webinars are increasingly well-attended - from 290 unique attendees, on average, in 2021 to 476 in 2023. In 2023, we also introduced a new format, which has been highly appreciated by the sector judging by the audience, consisting of Q&A sessions. A good way to facilitate direct dialogue between the sector and ERA experts.

A rather sad highlight was the tragic rail accident in Tempi, Greece on 28 February, which for the Agency not only resulted in an increased number of press requests and international coverage, ERA Executive Director joining an EU delegation to meet the Greek political leadership in Athens, but also in new tasks for ERA's safety unit, such as writing a report and gathering experts to relieve and improve the situation in Greece.

Responding to the Tempi accident was by far not the only press action undertaken in 2023; in April, a press event was held at Gare du Midi in Brussels to celebrate, together with partners SNCB, the authorisation of the 50.000th vehicle through ERA. In December, the ERA country fact sheets were launched in a small ceremony at the press centre in Brussels, showing the importance of integrated data for the European rail sector.

In March, ERA endorsed the EUAN Diversity and inclusion charter, manifesting further one of the political priorities of the Agency of the past years – promoting a modern, diverse workforce for a modern European rail sector. This was complemented by the 2nd ERA speed networking for women pursuing a career in railways.

In June, the ERA Management Board gathered for the first physical meeting since the Covid pandemic in Lille, while in October, ERA signed the 186th Single Safety Certificate. The Agency did not only organise several events, dissemination workshops, and trainings, but also actively participated to events such as SIFER (March, Lille), UIC Global FRMCS conference (Paris), TRAKO (September, Gdansk), and the International Rail Safety Council (IRSC) Conference (October, Dublin).

New features were introduced to the network meetings - a hybrid NSA Network meeting took place in Amiens/France in May hosted by EPSF, and in November in Valenciennes at ERA HQ. Both included a technical visit to further facilitate the informal exchange between NSAs, ERA and the European Commission. The SAC team is dedicated to bringing ERA's message directly to as many stakeholders as possible, making most efficient use of the resources available. 2023 was an eventful year for the team, which will continue with full enthusiasm to support the sector in 2024.

I. Achievements of 2023

In 2023, the Agency continued to work with the structure of its work programme adopted in 2022. Indeed, this strategic statement-based approach follows the further implementation of the intervention logic in the Agency, with the will to structure work around the desired long-term outcomes. The list of the strategic statements can be found below:

1 There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe

2 Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations

3 Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing

4 Rail will be an increasingly safe and secure mode of transport for its users and workers

5 Rail will be resilient and agile in responding to emergency situations

6 Rail will become increasingly economically competitive as a mode and as a sector

7 The EU will become the global reference for rail and ERA authorisations will be globally recognised

8 The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU

9 The Agency will ensure a performant working environment, based on high quality motivated resources and a collaborative behaviour

In **Strategic Statement 1**, the Agency continued to effectively perform its role of authority responsible for issuing authorisations for placing railway vehicles on the market (VA), single safety certificates (SSC) for railway undertakings and ERTMS trackside approvals. The Agency maintained the OSS and upgraded other registers. In parallel, a strong focus was maintained on the cleaning up of the remaining national technical, safety and operational rules constituting obstacles to smooth rail operations. The Agency also continued its important work on the System Pillar, thanks to the DG MOVE contribution agreement. Finally, the monitoring of NoBos continued in 2023, with the increased deliverables from the Strengthening Action Plan. The Agency provided its updated research needs to EU Rail JU. This included specific need on bridge dynamics which resulted in InBridge4EU project.

In **Strategic Statement 2 and 3,** the work on TAP and TAF TSI progressed well. In addition, the Agency developed its Environmental report draft in 2023, which will be published in the course of 2024.

In **Strategic Statement 4,** many dissemination materials were developed on many topics, ranging from safety culture to human and organisational factors. The Agency also responded to the triggering of Article 35(5) by the European Commission and shifted some of its priorities to tackle this task. In addition, the Agency continued the second 3-year cycle of the monitoring of National Safety Authorities, which started in 2022 with a wider scope. Furthermore, the Agency managed the GoA/JNS successfully in 2023 and continued its important contribution on the Common Safety Method on Assessment of Safety Levels and Safety Performance.

In **Strategic Statement 5,** no specific project or service was recorded against this strategic statement.

In **Strategic Statement 6,** activities on ex-post evaluation, monitoring of the railway system and targeted studies were progressed significantly with several important deliverables. The research activities focused on the identification of SERA research needs, taking into account the return of experience, and the management of their integration and their follow-up into the relevant rail research programmes, which were mainly linked to the cooperation with Europe's Rail Joint Undertaking.

In **Strategic Statement 7,** under the coordination of ERA Academy, the Agency organised several conferences and events: Satellite4Rail Conference Madrid, European Rail Safe-

ty Days 2023, 11th ERA Budapest Workshop, ERA Multimodal Conference 2023, Organisational Just Culture Training, 3rd ERA-ENISA Conference on Cybersecurity in Railways. Furthermore, the Agency introduced a multiannual Communication and Dissemination plan which show the synergy and continuity of the Agency actions in the medium-term.

In addition, many training sessions were organised for NSA's and the railway sector, and for the key partners of the EUMedRail and the IPA projects. The Agency's webinars featured several railways topics and continued to attract a highly interested audience. The Agency further increased its presence in Social Media, improving the visibility of its achievements and reaching a growing audience. Furthermore, the Agency continued to organise the meetings linked to the NSA Network, the NRB management and the coordination and the NIB cooperation, respectively.

In **Strategic Statement 8 and 9,** the Agency implemented the necessary changes in order to continue the delivery of efficient and effective services towards its external and internal stakeholders, including the progress with the application of the intervention logic in its SPD and the increasing focus on performance, linking together the focus on efficiency in delivering its outputs and the focus on outcomes and impacts for the railway system and the citizens. The monitoring SPD dashboard has been further enhanced with new features, and additional reporting tools have been developed to support the implementation of the SPD and of its budget. The Agency implemented the first year of its Strengthening Action Plan, which can be found as Annex XIV. The Agency continued to the work on SUMMA, the new budgetary, accounting and financial system, SUMMA, as part of the pilot programme. Many advances were also made by the Better Together project, including the implementation of many of the top 10 priorities which had been selected at the end of 2022.

The next parts under Section I include the detailed record of the achievement assessment for the outputs listed in SPD 2023-2025 for the various SPD objectives. The infographics used for the various levels of achievement are referenced in the following table.

Achievement chart reference	
Overachieved	
Achieved	
Partly achieved	
Not achieved	
Postponed	
No assessment possible	

In 2023, the Agency reached the following figures in the achievement of its objectives:

Legend: ■ Overachieved ■ Achieved ■ Partly achieved ■ Not achieved ■ Postponed ■ No Assessment possible

- 2,48%
- 4,13%
- 0,83%
- 4,13%
- 14,46%
- 73,97%
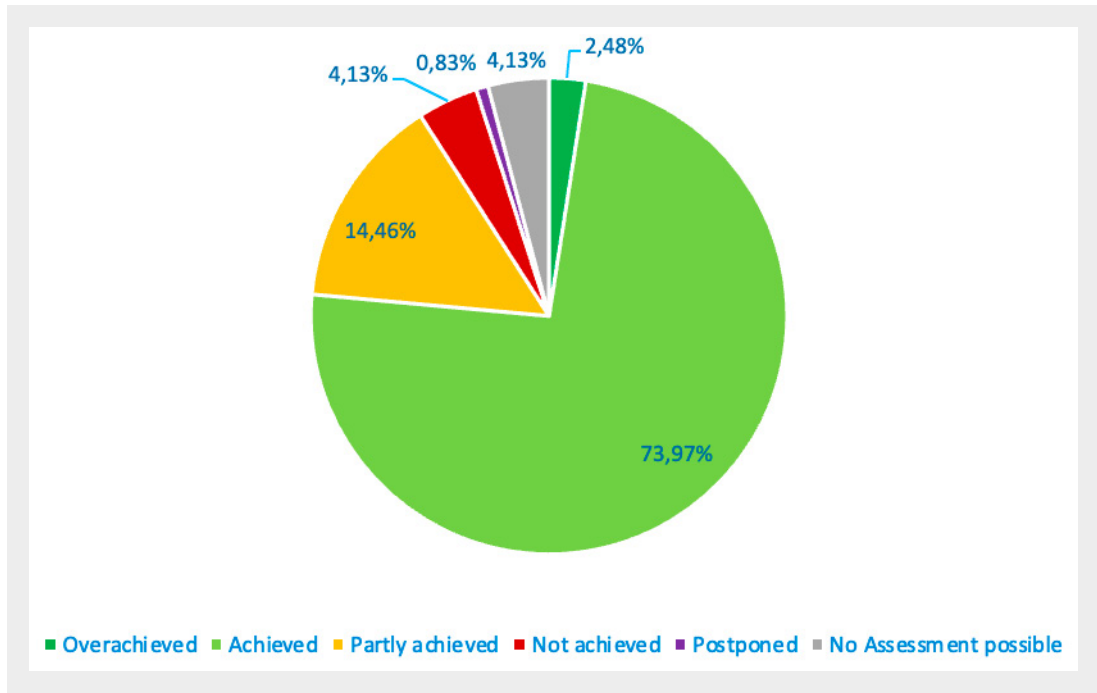
Despite many disruptions in 2023, ranging among others from the aftermaths of the dramatic accident near Larissa in Greece to the highest amount of work on authority tasks, the Agency continued to deliver at a very high level on its outputs. The delay of the vote on TSIs impacted many outputs, which are reported as amber on many occasions. Despite intense pressure on its resources, the Agency successfully implemented its 2023 work programme.

NoBos monitoring (000MRA1138)	
Indicator	**Target**
No. of reports for NoBos audit/inspection sent to NoBos for comments after the onsite visit	At least 9 reports
Achieved In 2023, 11 reports have been sent for comments.	
No. of reports for NoBos audit/inspection delivered	At least 5 reports
Achieved In 2023, 9 reports have been delivered.	
A new common framework for NoBos, DeBos and AsBo assessment and monitoring set up by the Agency (new legal base may be needed)	First concept drafted
Partly achieved The AsBo Task Force Task Force was launched in 2023. It aims at developing an assessment framework based on the NoBo Assessment Scheme, which is already consolidated, and identifying first the possible synergies between the NoBo and AsBo assessment frameworks. This might potentially lead to a common framework in the future, if assessed positively.	
No. of NoBo audits performed per year	12
Partly achieved In 2023, 11 assessments have been performed out of 12 initially planned (1 has been cancelled by the accreditation body and postponed to 2024).	
Added value to EU Citizens	
Harmonised NoBo assessments ensure cross-assessment of results, therefore a reduction of conformity assessment costs and time. Checking and ensuring a high level of NoBo competence ensures delivery of compliant products which in turn fosters the safety of those products and of the citizens that use them. The project also contributed to the increase of trust in 3rd party conformity assessment practices.	

Harmonising railway operations (ERA1172)	
Indicator	**Target**
Increased harmonisation of operations - support EC with TDD renewal	100% of EC requests answered
No assessment possible In 2023, no request was received.	
TO against NSRs issued when ERA becomes aware of not-notified rules (information coming from the sector via email, SRM, BCP, ILB, etc.)	100% of TO issued when relevant within 6 months after becoming aware
Achieved In 2023, 5 TOs have been issued.	

Strategic Statement 1

There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe.

Harmonising railway operations (ERA1172)	
Increased performance of SMS - draft new regulation for harmonisation of Type 5 NSR (subject to receiving mandate to develop CSM on Competence Management)	Draft new regulation and develop guidance / training

Partly achieved

In 2023, a Strategy paper for harmonisation of type 5 rules and wider approach for competence management has been prepared. An analysis of type 5 NSR as well as feedback from SMS assessments in the context of SSC applications both indicate the need for more clarification on how competence management for Safety related activities should be integrated in the SMS. The paper proposes a coherent approach for this, taking into account the above-mentioned elements as well as the existing requirements in TSI OPE, CSM SMS and TDD. A discussion with the Commission on strategy for type 5 rules/competence management has been initiated and a request for mandate to develop CSM on Competence Management was sent to the Commission in December 2023.

Increased harmonisation of operations - define new structure for TSI OPE	New TSI OPE structure finds general acceptance

Partly achieved

The TSI OPE was voted in March 2023 and its publication took place in September 2023. The update of the Application Guide is ongoing and will be finalised in 2024. The Strategy paper for future TSI OPE is also being updated and discussed.

To manage NSRs cleaning-up process 2.0	Transfer national plan in SRD, TO issued when relevant

No assessment possible

Following the TSI OPE 2023, the Agency did not receive national plan, as the deadline for notification was set on 28/03/2024.

TSI OPE 2023 – Developing Application Guide (OPE-AG)	Application Guide (OPE-AG) developed

Achieved

The application guide TSI OPE AG has been developed in 2023 and will be discussed in May 2024 at the Working Party meeting. Depending on the discussion within the WP, it may be decided to develop additional topics, which might result in a delay in the publication of the guide.

Support DGT with TSI OPE translations	New regulation amending TSI OPE 2019 published

Achieved

The TSI OPE has been published in September 2023 in all official EU languages. The Commission is still receiving requests for correction of translation errors. ERA was asked to comment and to support with the implementation of the solutions.

To update SRD database	New Appendix I of TSI OPE implemented in SRD, ready for NSRs notification

Postponed

Due to the deadline for Member States to update their national framework in line with the new TSI OPE was moved to March 2024, the SRD system update could not take place prior to 2024.

To review OSS mapping table	New OSS mapping table implemented

Not achieved

The TSI OPE (Art 5b) requires RUs and IMs to amend their SMSs in order to receive 2023 TSI OPE changes by June 2024. Therefore, by June 2024 the OSS mapping table should be amended and implemented.

Cleaned up notified NSR	Project finalised (through agreement with MS and/or the issuing of TOs)

Partly achieved

By the end of 2023, 22 out of 27 member states have been fully assessed and the bilateral processes have been started up. There are still 8 MSs for which the process is ongoing.

Added value to EU Citizens

The project aims at harmonising the operational practices in order to move towards a true Single European Railway Area.

TSIs maintenance (ERA1175)	
Indicator	Target
CR on platform/train interface	State of play of the platform height completed
Not achieved The Agency did not work on this item in 2023 and should receive a mandate in 2024.	
Update on the guides on ERA website	All guides updated
Partly achieved All guides are available on ERA website, except the guide of TSI LOC&PAS, as the consolidated version is not yet available.	
TSI maintenance progress	10 CRs finalised
Achieved During Q1 2023, the change requests have been processed with the Commission through the TSI package adopted by the RISC in March 2023.	
CR on Rear-end Signal	CR closed
Achieved Achieved through the adoption of the TSI package in March 2023.	
CR on DAC	Implementation proposal
Not achieved The European DAC Delivery Programme experienced delays in 2023 and will be further worked on in 2024.	
CRs on Standards	All new EN referred to in TSI analysed
Achieved All new EN referred to in the TSI were analysed and updated in the 2023 TSI package.	
TSIs as a global standard	International Strategy – 1st Draft delivered
Achieved The 1st draft of the strategy was completed in Q4 2023.	
Lessons Learned implemented in CCM process	Harmonised CCM process implemented
Partly achieved In 2023, a workshop was organised with the WP members in June to discuss the return of experience with the CCM process. The proposed evolutions were then presented and discussed during the WP meeting of September 2023 and will be progressively put in place through the next TSI revision.	
CCM ready for processing System Pillar	CCM ready by end of Q2
Partly achieved The CCM was ready by end of Q4 due to the delayed vote on the 2023 TSI package.	
TSI Dissemination Workshops	4
Achieved 6 TSI dissemination webinars have been successfully organised in 2023.	

TSIs maintenance (ERA1175)

Added value to EU Citizens

TSI maintenance and revision have several advantages for European citizens, through cost reduction and better visibility for companies in the sector, in particular train manufacturers, infrastructure managers and railway undertakings operating in the European Union. For instance, the implementation of the TSI package 2023 should make it possible to simplify the authorization procedures for rolling stock, in particular for passenger coaches, to deploy ERTMS on board for, among other things, the automatic train operation with grade of automation 1 and 2, and to consider the future deployment of the digital automatic coupler on freight wagons. For fixed installations, the implementation of TSIs in existing installations will be reinforced, enabling a common and coordinated convergence to the target system. This will reduce costs for the rail sector across Europe, making rail more efficient, safer, more competitive with other modes of transport and therefore fostering better its contribution for decarbonising the economy.

Learning from TSIs (ERA1177)	
Indicator	Target
Support to NOBOs	100 % Participation to NB Rail PLE and STR

Achieved

In 2023, ERA participation and support to all NB Rail PLE and STR meetings have been ensured including ERA presentations given at all PLE meetings (STR 063 ; PLE 067 ; STR 064 ; PLE 068; STR 065; PLE 069 and 1 bilateral meeting ERA/NB Rail).

Support to EC (TO/Advice/Derogations/ NoBos) within agreed deadlines	100%

Achieved

In 2023, 9 requests for Technical Opinions (TOs) were requested to ERA and 10 were published on the ERA Website (2 from 2022 and 1 from 2021). 2 TOs launched in 2023 are still in the drafting phase because these were launched end of 2023. No request for Technical Advice (TAs) was received nor published on the ERA Website in 2023. No Technical Opinions (TOs) nor Technical Advice (TAs) were issued by ERA related to derogations in 2023. Participation and support from ERA to all NB Rail Subgroup meetings have been ensured (INF, ENE, RST and CCS) in 2023.

Added value to EU Citizens

The content of the opinions and advice covers a large number of topics such as questions & clarifications from NB Rail, specific cases from MSs, potential deficiencies in TSIs, etc. After endorsement by EC and RISC, these opinions/advice could constitute acceptable means of compliance with the TSIs and are published in the Agency's website. These AMOCs contribute to the evolution towards the Target System.

Research and Innovation (ERA1193)	
Indicator	Target
Europe's Rail JU projects of interest for the Agency monitored	Research projects with ERA level of interest 3 (high interest) monitored with yearly report

Partly achieved

Ongoing level 3 projects have been monitored in 2023 and the related yearly reports have been delivered for most of the projects in January 2024. Some reports will be finalised in 2024.

List of Europe's Rail JU projects of interest for the Agency identified	100% of JU new projects analysed

Achieved

All the projects within the 2nd EU-Rail call have been analysed.

Support to the EU Rail JU and cooperation with other bodies on research	At least one written communication on the Agency's research needs to the relevant bodies

Achieved

In 2023, ERA delivered 3 written communications (1. ERA comments on HORIZON-ER-JU-2022-02 call proposals sent to EU Rail JU on 20 and 23/01/2023; 2. ERA comments on the 2023 1st Call text - Noise and Vibrations sent on 17/05/2023; 3. ERA comments on draft AWP 2024 sent on 30/11/2023).

Research and Innovation (ERA1193)
Added value to EU Citizens
The Agency, in its remit as technical regulator and authorising authority, assisted the EC and EU Rail JU in steering research and innovation in railways towards a consistent and evolutionary approach in view of keeping and attracting new customers. In particular, the Agency strived to make sure that the main research and innovation streams respect and foster the EU-wide regulation and processes for ensuring harmonisation and fighting fragmentation, and that the EU regulatory processes is open to incorporate the significant outcomes of research and innovation projects, which prove efficient and effective in supporting technical harmonisation, market orientation and response to customers' needs.

Revision of VA guides and procedures (ERA1209)	
Indicator	Target
Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	5 VA return of experience meetings

Achieved

7 VA return of experience meetings have taken place in 2023.

Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	95%

Achieved

The VA guidelines and the clarification notes issued following return of experience from the team assessing applications allow all stakeholders to have a clear view on the Agency position, when acting as Authorising Entity, concerning aspects of the legal texts which may not be understood homogeneously and create difficulties during the preparation of an application before its submission through the one-stop shop and the subsequent assessment by the authorising entity and the NSAs for the area of use. In 2023, no new clarification notes have been published. The resources were used in the preparation of the VA workshop end November 2023; the outcomes of this workshop, together with the 2023 MEGAPACK (new CCS TSI, amendments to all other TSIs and ERATV decision), are the main elements for the drafting of the version 2.1 of the VA guidelines, to be published early 2024.

Proportion of problems related to vehicle authorisation activities (including pre-engagement and notifications) reported by stakeholders for which solutions are proposed	95%

Achieved

The doubts and questions raised to the Agency related to vehicle authorisation by means of the *Contact Us* webform and the Service Desk platform (198 for 2023) have been duly and timely answered within 5 working days in most cases. Comments sent by stakeholders in preparation of the Workshop on vehicle authorisation held at ERA premises in November 2023 have also been answered.

Added value to EU Citizens

The project aims at the simplification and industrialization of the authorisation process. This will reduce the time needed for delivering authorisations and the associated costs. The immediate consequence of this will be a decrease in the time needed for placing in operation railway vehicles, while keeping or even improving the existing safety levels. This will foster the modernisation and renewal of the fleets in the EU, setting the grounds for allowing EU Citizens to benefit from state-of-the-art trains.

Revision of ERTMS Trackside approval (ERA1210)	
Indicator	Target
Proportion of major problems assessed with a decision following the change control process	95%

Achieved

All interoperability risks were identified and assessed in 2023. These are registered and a decision follows suit if deemed appropriate.

Revision of ERTMS Trackside approval (ERA1210)
Added value to EU Citizens
The revision of the ERTMS trackside approval process ensures that the requirements to make the European Rail Traffic Management System (ERTMS) equipment interoperable are up to date and addresses actual implementation interoperability risks, helping the reduction of technical barriers.

Board of Appeal (BoA) (ERA1213)	
Indicator	Target
Issuance of findings and decisions of the Board of Appeal on time	≥95%

No assessment possible

In 2023, the Board of Appeal did not issue any findings or decisions. It worked on improving its internal processing and procedures.

Added value to EU Citizens

The Board of Appeals ensures the legality and regularity of the Executive Director's decisions on VA, SSC and ERTMS approvals when there are ap-peals by the applicants or any other persons with direct and individual concern, against such decisions. It provides a pre-judicial review before actions are brought in the EU Courts. In addition, the Board of Appeal decides in arbitration cases between the Executive Director and national safety authorities on specific occasions of disagreements.

Business helpdesk VA, SSC and ERTMS Trackside approval (ERA1217)	
Indicator	Target
Improvement plan	Delivered

Achieved

The improvement plan has been delivered and submitted internally for decision in December 2023.

Proportion of the requests on the Agency scope of work addressed to the business helpdesk answered within 10 working days for 2023	90%

Overachieved

99.99% of support requests have been answered within 10 days in 2023.

Added value to EU Citizens

Ensuring correct and prompt support to Agency's stakeholders allows a correct understanding of the 4th Railway Package and it enables higher efficiency for Single Safety Certification, Vehicle Authorisations and ERTMS Trackside Approvals by the Agency and its stakeholders.

Manage ERTMS long term evolution (ERA1218)	
Indicator	Target
CCS TSI - Enhanced CCS framework	Work plan (2023-2027) developed by end 2023

Achieved

The work plan on CCS TSI was developed and reflected in the 2023 SPD output and relevant annexes.

ERTMS Database - Error change requests	Number of error CRs closed

Achieved

103 error CRs have been packaged in the ETCS B4R1, ATO B1R1, and RMR B1R1 releases.

Manage ERTMS long term evolution (ERA1218)	
ERTMS Database - Enhancements/Innovations change requests	Number of enhancements CRs closed

Achieved

25 enhancement CRs have been packaged in the ETCS B4R1, ATO B1R1, and RMR B1R1 releases. The main enhancement CRs are related to Relocation without linking (CR 1370), ATO GoA1/2 (CR 1238), ETCS readiness for FRMCS (CR 1359), Cab Anywhere supervision/ETCS readiness for DAC (CR 1367) and CCS Consist Network Communication Layers (CR 1422).

Review of ESC/RSC and roadmap for reduction	ESC/RSC roadmap proposal

Partly achieved

The preparatory work for the roadmap proposal on ESC/RSC reduction was carried out in 2023 by launching a dedicated survey to actors involved in ESC activities. Based on the answers due in 2024, the Agency will prepare a proposal to the EC on how to phase out the checks to prove the technical compatibility of on-board units with different ERTMS trackside implementations and to achieve harmonisation of engineering and operational rules for the SERA.

Support for the EU-wide deployment of ERTMS, including economic impact analysis to inform possible public investment prioritisation	Requests of CINEA- DG Move 100% assessed

Achieved

In 2023 ERA performed the work requested by CINEA.

Added value to EU Citizens

The ERTMS development contributes to cross-border operation of trains (technical interoperability), cross-border operation of train-drivers (operational interoperability) and a single market for CCS-systems (single development and maintenance costs for CCS-systems for EU-market). As such, EU Citizens will profit in the longer term from better train services across Europe.

Delivery SSC, VA, ERTMS Trackside approvals (ERA1221)	
Indicator	Target
Issuing Approvals - Proportion of decisions taken according to the legal framework deadlines	100%

Achieved

All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.

Issuing Single Safety Certificates - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%

Achieved

All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.

Issuing Vehicle Authorisation, including ERTMS on-board assessments - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%

Achieved

All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.

Delivery SSC, VA, ERTMS Trackside approvals (ERA1221)

Added value to EU Citizens

The authorisation process allows the authorising entity to achieve a reasonable assurance that the applicant and the other entities involved in the design, manufacture, verification and validation of the vehicle and/or vehicle type have fulfilled their obligations and responsibilities, in order to ensure that the vehicle and/or vehicle type conforms to the applicable laws. The vehicle authorisation activity of the Agency is contributing to boost the competitiveness of the European railway sector by significantly reducing the costs and the administrative burden for authorising vehicles intended for cross-border rail services.

The ERTMS trackside approval ensures that the European Rail Traffic Management System (ERTMS) equipment is interoperable, fostering the reduction of technical barriers.

The single safety certificate gives evidence that the railway undertaking has established its safety management system and is able to comply with its legal obligations. Access to the railway infrastructure is granted only to railway undertakings that hold a valid single safety certificate. The safety certification activity of the Agency is contributing to increase and harmonise safety management systems of the operators while lifting the competitiveness of the European railway sector by significantly reducing the administrative burden for obtaining the necessary safety certificate needed for cross-border rail services.

Registers Operation and Development (ERA1226)	
Indicator	Target
ERATV - Avg. processing time for ServiceDesk requests and users support	10 days

Achieved

The average processing time for ERATV in 2023 was 3.04 days.

ERATV - % of submitted records published or clarification requested	95%

Achieved

In 2023, 100% of records were either published or clarification was requested.

ERATV - 1. Update of ERATV parameters following RISC vote 2. Communication tab not to be visible to auxiliary users 3. Allow email addresses which have a domain longer than 3 characters	1. December 2023 2. December 2023 3. December 2023

Partly achieved

1) ERATV - Update of ERATV parameters following RISC vote

Following the entry into force of the new TSI package, ERATV needed to be adapted. The registers team followed up the evolution of the draft legal text and prepared a new ERATV version (ERATV 2.2, currently in production) including the required parameters. During the RISC meeting, the list of parameters was modified, therefore the team had to prepare a new release (ERATV 3.0) with the new set of parameters, this work has been contracted in August and delivered in October 2023. Two releases were delivered by the Contractor and tested by ERATV team. Bugs were found and reported to the Contractor. The last (third release) delivered by the Contractor addressing the reported bugs was delivered on 20/12/2023. The deployment of the ERATV new list of parameters is postponed to March 2024.

2) already in production.

3) already in production.

ERATV - 4. Removing the multiple configurations of parameter 4.7.5 triggers an error afterwards 5. Simple search in ERATV for a user not logged-in does not search by name 6. Making an Authorisation holder inactive in the administration menu does not work	4. December 2023 5. December 2023 6. December 2023

Achieved

The changes have been implemented, deployed and already in use in ERATV production.

Registers Operation and Development (ERA1226)	
ERATV - 7. If a parameter applicability is changed, it will appear many times as possible options to select in the search	7. December 2023
Achieved The technical bug was fixed on 31/10/2023.	
ERADIS - Avg. processing time for ServiceDesk requests, document publication and users support	10 days
Achieved The average processing time for ERADIS in 2023 was 7.66 days.	
ERADIS - 1. Update to ERADIS OSS Web Services: Removal of Operations to Border Stations section 2. Implementation of Web services to enable machine-to-machine search and exchange of information on EC Declarations and NoBo EC Certificates between ERADIS VA	1. June 2023 2. June 2023
Achieved The changes have been implemented, deployed and already in use in ERADIS production.	
ERADIS - 3. OSS - ERADIS Web services - automatic deactivation of previous SSC in ERADIS 4. Implement Delegation functionality in EC declarations modules	3. June 2023 4. December 2023
Partly achieved 3. Automatic deactivation of previous SSC in ERADIS. This functionality has been implemented and is already in use. 4. This functionality has been developed and deployed to test environment.	
SRD - Avg. processing time for ServiceDesk requests and users support	10 working days
Achieved The average processing time for SRD in 2023 was 5.85 days.	
1. Development of SRD module for the notification, assessment and validation of TSI-Compliant VA rules 2. Development of Migration tool for the migration of TSI-compliant VA rules to SRD 3. Fix of SRD security vulnerabilities	1. December 2023 2. December 2023 3. September 2023
Partly achieved Some development work has been done and deployed to the test environment in 2023. The testing and bug fixing work is in progress and will be further carried out in 2024.	
EVR - Avg. processing time for ServiceDesk requests, letter marking codes and users support	10 working days
Partly achieved The average processing time for EVR in 2023 was 11.26 days.	
EVR - Avg. migration time of received local NVRs (data) migrated to EVR	6 months
Achieved Migration of Belgium and Sweden to EVR has been successfully completed in 2023.	

Registers Operation and Development (ERA1226)	
EVR - 1. Implementation of EVR Advanced Search – Allow export of all vehicle registration data 2. Allow mass updates of vehicles in one application (e.g. update or organisation data, Change of Owner, change of ECM, ...)	1. May 2023 2. December 2023

Partly achieved

1) implementation completed in 2023.

2) On this functionality to enable the mass update/registration of vehicles in one single application, the Agency has made a lot of progress. The development was done and deployed to the test environment in 2023. One major bug has been detected. The deployment has been rescheduled for 2024.

EVR - 3. Allow EVR users to subscribe and un-subscribe to EVR Email notifications 4. Implement Improvements to EVR User Management Module 5. Fix EVR security vulnerabilities reported by CERT-EU	3. December 2023 4. December 2023 5. September 2023

Partly achieved

Some development work has been done and deployed to the test environment in 2023. The testing and bug fixing phase has not been completed.

OCR - Avg. processing time for ServiceDesk requests and Organisation Codes management	10 days

Not achieved

The average processing time for OCR in 2023 was quite above the 10 days. The Agency will improve on this item in 2024.

OCR - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered

No assessment possible

In 2023, the tool to issue Organisation Codes remained stable due to lack of change requests by the sector.

SAIT - Avg. processing time for ServiceDesk requests and users support	10 working days

Achieved

The average processing time for SAIT in 2023 was 2.09 days.

SAIT - Migration - Full set of functionalities deployed as per technical documentation	Mid 2023

Achieved

On 16/03/2023 the New SAIT went live in parallel with the existing SAIT Drupal 7. As from 31/03/2023 the SAIT Drupal 7 was no longer accessible and this New SAIT was the only system available for reporting alerts.

VKMR - Vehicle Keeper Marking list publication	Monthly publication

Achieved

The monthly publication was ensured in 2023.

Agency becoming a registration entity for vehicles at the EU level	Proposal for EC decision sent

Achieved

The EVR recommendation, proposing a revision of the current EVR decision, has been signed by the Executive Director on the 19/10/23 and sent to the Commission DG MOVE on the same day. In short, the new recommendation proposes the implementation of a 'FAIR' data approach, the possibility to share technical data with the public, a more standardised vehicle registration process and, last but not least, proposes the role of vehicle registration entity for the Agency.

Registers Operation and Development (ERA1226)
Added value to EU Citizens
The registers support the smooth delivery of the Agency and Member States authority tasks such as Vehicle Authorisations, Safety Certificates. This means safer and more efficient seamless railway operations in Europe for a true Single European Railway Area.
The registers also increase the transparency of the railway system in terms of safety performance; quality of the service, in terms of punctuality, customers satisfaction; independent and transparent regulation (including National Rules). Citizens' safety can benefit from the registers support the rail sector and the rail supply industry in sharing risks arising from defects and malfunctioning of technical equipment. Manufacturers of rolling stock, signalling systems and other components will benefit from the registers listing the national rules, to which they must comply (in addition to the TSIs), to be able to market their products in the EU.
Finally, the EU citizens will benefit from a more effective and efficient railway system thanks to the registers' data driving the policy making of the European Commission and the evaluation of the effectiveness of the legislation currently in force.

Management of Innovation and Long-term evolution of the Agency (ERA1240)	
Indicator	Target
Available deliverables of projects of interest (level 2 to 3) uploaded onto the Tech Watch library	Available deliverables of projects of interest (level 2 to 3) uploaded on the Tech Watch library according to resources availability
Achieved Available deliverables of project of interest (level 2 to 3) have been uploaded onto Tech Watch library.	
Promoting the Agency's proposal(s) for its long-term evolution	Communication on the updated document 'A compelling vision for the target rail system'
Achieved Communication on the updated document has been ensured as planned.	
Coordinated Agency's position on strategic innovation activities under the System Pillar e.g. ERJU MAWP	Position paper(s) agreed internally and shared timely with the EC & ERJU
Achieved 26 ERA position papers have been agreed internally and shared timely with the ERJU.	
Added value to EU Citizens	
The EU railway system has an important role for citizens as an environmentally safe transport mode. It needs to transform in order to meet the policy objectives of modal shift, decarbonisation, and to take account of the emerging customer needs. This transformation requires innovation in governance, service offer and technology. The Agency in its role as System authority and as independent technical support of the EC, needs to reflect proactively on its long-term evolution. Such reflection should consider amongst other things the foreseen evolution and transformation of the EU railway system. The Agency's contribution to the System Pillar under the EU Rail Joint Undertaking is a unique opportunity to exchange on and feed this reflection.	

Executing VA (ERA1243)	
Indicator	Target
Executing VA	Legal deadlines and according to the process
Achieved All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.	
Added value to EU Citizens	
The authorisation process allows the authorising entity to achieve a reasonable assurance that the applicant and the other entities involved in the design, manufacture, verification, and validation of the vehicle and/or vehicle type have fulfilled their obligations and responsibilities, in order to ensure that the vehicle and/or vehicle type conforms to the applicable laws. The VA activity of the Agency is contributing to boost the competitiveness of the European railway sector by significantly reducing the costs and the administrative burden for authorising vehicles intended for cross-border rail services.	

Executing TA (ERA1244)	
Indicator	Target
Executing ERTMS TA	Legal deadlines and according to the process
Achieved All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.	
Added value to EU Citizens	
The ERTMS trackside approval ensures that the European Rail Traffic Management System (ERTMS) equipment is interoperable, fostering the reduction of technical barriers.	

TSI Implementation (ERA1246)	
Indicator	Target
Monitoring and facilitating the TSI implementation	Vision on Fixed installation TSI development
Achieved The document on vision on fixed installation development has been finalised.	
Added value to EU Citizens	
The TSI implementation projects aims at facilitating the MS to gradually migrate towards the target system.	

OSS release (ERA-DRO-010)	
Indicator	Target
Proportion of significant problems detected during operation for which solutions are available in a next release.	95%
Achieved Identified significant problems are continuously addressed by updating the system, according to a release scope or required maintenance releases as recorded in the TFS repository, accessibly by ERA business staff and external Contractor(s).	
Added value to EU Citizens	
The service contributes to the efficient issuing of Single Safety Certificates, Vehicle Authorisations, and ERTMS Trackside Approvals, by operating and improving the One-Stop Shop system according to the evolving business needs and supporting its user community.	

National Technical Rules management (ERA-PRG-006)	
Indicator	Target
National rules for fixed installations according to Art 14.5 and 14.6 of IOP	100% assessed according to Art 25 and 26 of ERA Regulation
Achieved Assessment of national rules for fixed installations (NRFI) of Spain and Croatia have been provided in SRD. Preliminary discussion on NRFI of Slovenia and Czech Republic, for which notification and assessment in SRD is expected in 2024 took place in 2023.	
Examination of notified national rules for vehicle authorisation	100% of notified NRs assessed according to Art 25 and 26 of ERA Regulation
Achieved 100% of notified NRs have been assessed according to the legal requirement. Rules notified and assessed for 5 Member States.	
RDD migration to SRD	All rules migrated
Not achieved The module for National Rules Vehicle Authorisation was not implemented in SRD in 2023.	

National Technical Rules management (ERA-PRG-006)	
NRs to include in TSIs	CRs introduced

Achieved

CRs in TSIs related to VANRs concern 231 VANRs on top of TSIs. 16 CRs have already been introduced in the TSI CCM covering 57 VANRs. The activities related to consideration of national rules into TSIs via change requests is based on 2 sources: national rules positively assessed and some of national rules negatively assessed after output of ongoing discussions of technical opinion follow up between EC/ERA and MSs. The exercise is a multiannual one and will therefore continue in 2024.

Added value to EU Citizens

The persistence of National Technical Rules impacting the design and authorisation of railway vehicles is a significant obstacle, causing additional costs and risks for the projects. For this reason, the Agency made it a priority to tackle their assessment and launch a program to reduce their number within the boundary of the available resources.

Manage Radio Communication evolution (ERA-REC-129)	
Indicator	Target
Technical Opinion and/or preparation of CCS TSI revision	On request

No assessment possible

No specific request for technical opinion nor CCS TSI revision for radio aspects was received in 2023.

CCM: GSM-R and FRMCS CR's on error corrections and enhancements	Q4 2023

Achieved

Enhancements and error change requests have been packaged in the ETCS B4R1, ATO B1R1, and RMR B1R1 releases.

Project management and progress reporting	Q4 2023

Achieved

Project Management and Progress Reporting to inform Coordination Radio WG and ERTMS Control WG was regularly ensured in 2023.

Added value to EU Citizens

The ERTMS development contributes to cross-border operation of trains (technical interoperability), cross-border operation of train-drivers (operational interoperability) and a single market for CCS-systems (single development and maintenance costs for CCS-systems for EU-market). As such, EU Citizens will profit in the longer term from better train services across Europe.

2. Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generation

3. Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing

Manage the evolution of Telematics application for freight (TAF TSI) (006REC1128)

Indicator	Target
Change requests included in TAF technical appendices, according to the CCM process	Q4 2023

Achieved

Two TAF and TAP CCM baselines have been released and published in 2023: version 3.4.0 on 15.06.2023 and version 3.4.1 on 15.12.2023.

Indicator	Target
Monitoring of the TAF TSI implementation - progress report on Year -1	Q2 2023

Achieved

The implementation report 2023 was sent to DG MOVE and published on the ERA website.

Added value to EU Citizens

Quicker and better rail freight product offering, and consignment tracing / forecast is possible now with the new TAF TSI which leads to the realisation of the Green Deal objectives. Rail freight first and last mile operation data exchange (to harbours or terminals) is available now so that rail freight offers a value proposal to business partners.

Green agenda (ERA1234)

Indicator	Target
Completion of Environment management (Annex VI) actions planned for current year	75% of the initiatives/actions completed

Achieved

At least 75% of the initiatives/actions identified have been implemented in 2023.

Indicator	Target
Annual topical report	Report published and event around the results of the report organised

Partly achieved

The Agency decided to prepare a thorough report on rail and the environment, which required a longer drafting period. The report will be finalised in the first half of 2024, and an event will be organised.

Added value to EU Citizens

In the context of the Green Deal, some ambitious environmental objectives have been set: carbon neutral economy by 2050 and reduction of 90% of transport emissions by the same date. In the sustainable and smart mobility strategy, sector objectives have been developed: doubling high-speed traffic by 2030 and tripling it by 2050, 50% increase of rail freight traffic by 2030 and doubling it by 2050 and, finally, carbon neutral journey up to 500km for collective transport. The railway sector has a clear contribution to provide to reach those objectives, which should ensure a better future to EU citizens by mitigating the effects of climate change. The Agency is pushing to make sure that the role of the railway sector in reaching environmental objectives is understood and fostered with the final objective to make railway the backbone of the transport and mobility system in Europe. This year, ERA will publish its first rail environmental report.

Manage the evolution of Telematics application for passengers (TAP TSI) (ERA-REC-122)

Indicator	Target
Monitoring of the TAP TSI implementation - progress report on Year -1	Q2 2023

Achieved

The progress report was published in June 2023 on the Agency's website.

Manage the evolution of Telematics application for passengers (TAP TSI) (ERA-REC-122)	
TAP TSI application guides revised	Q2 2023

Not achieved

Due to the revision in 2023, the application guides have not been revised in 2023. These will be finalised in the near future.

Change requests included in TAP technical appendices, according to the CCM process	Q2 and Q4 2023

Achieved

Two maintenance releases of the TAF/TAP TSI technical documents were issued in 2023.

ERSAD Database updated (including the requirements from the PRM TSI/TAP revision WP)	Q4 2023

Not achieved

The migration to the cloud of the ERA registers has significantly delayed the installation of the ERSAD database. It could therefore not be completed by Q4 2023.

Added value to EU Citizens

The primary objective of revising the TSIs is to implement the key policy priorities for sustainable and multimodal transport defined by the Commission. In addition, this service aims at reaching the optimal level of technical harmonisation, therefore removing technical barriers, and enhancing interoperability.

TDG Coordination (ERA-WKG-015)	
Indicator	Target
N. of meetings where ERA supports the EC in accordance with the AR art. 17	15

Achieved

ERA supported the Commission in more than 15 meetings in 2023.

Added value to EU Citizens

This service contributes to the safety of EU citizens, as well as the safety of the environment within the EU. Through involvement at high-level meetings, the Agency provides support to ensure multimodality is pursued. In addition, this service contributes to removing unnecessary barriers to the free and efficient railway operations of TDG carriage.

NSA Monitoring implementation (001MRA1116)	
Indicator	Target
No. of NSA audits performed	8

Achieved

In 2023, 10 onsite NSA audits took place.

Indicator	Target
No. of audit reports delivered	At least 4

Achieved

In 2023, 8 audit reports have been delivered.

Indicator	Target
No. of audit reports sent to NSA for comments after the onsite visit	At least 6

Achieved

In 2023, 10 audit reports have been sent for comments to the audited NSA after the onsite visit.

Indicator	Target
Proper learning from the NSA monitoring	Follow-up of deficiencies ensured

Achieved

In 2023, the follow-up of deficiencies has been ensured. Annex II in each audit report details the correspondence between the deficiencies and the observations raised during the 1st audit cycle and their status in the 2nd audit cycle.

Indicator	Target
Assessment of NSA Supervision activities of RUs where the Agency has issued the SC	Pilot during the 2nd year of the 2nd cycle

Achieved

The exercise was done as a pilot in 2023 for 3 NSAs audits. This observation activity appeared to be a useful input for the audit of the concerned NSAs. It is intended to be performed again for other NSA monitoring audits in 2024.

Added value to EU Citizens

Performance, organisation and decision-making procedures in the field of railway safety and interoperability vary substantially among national safety authorities, which may have a detrimental effect to the safe railway operations and the opening of the market. The performance of NSA monitoring activities supports such harmonisation and fosters coordination and mutual trust between NSAs and the Agency.

Develop Safety Culture (004SST1088)	
Indicator	Target
Draft report on the development of a safety culture (RSD Art. 29.2)	1 report

Achieved

The report was released for internal review on 15/12/2023.

Indicator	Target
ERA-SCS Follow up activities executed according to plan	100%

Achieved

In 2023, 100% of follow-up activities have been executed according to plan.

Develop Safety Culture (004SST1088)	
Safety Culture and Leadership Training delivered according to plan (subject to MB decision)	100%
Achieved A pilot training was successfully organised in June 2023. A second training was organised in December 2023, as planned. In addition to those, 7 corporate training sessions were organised in 2023.	
Safety Culture Pilot Peer Reviews Completed	2 pilot peer reviews conducted
Achieved In the context of the project, 3 peer reviews were conducted in 2022 and 2023.	
Safety Days 2023 (Content)	Content delivered
Achieved The concept of the event was carefully prepared by the Agency and proposed 5 topical sessions, 8 workshops and 3 technical visits in Tallinn.	
Enriched training material on regulatory oversight of safety culture	Training material
Achieved 7 task force meetings have been organised in 2022 and 2023 in order to share experience with NSAs and improve the training material, in particular: 1. new exercises developed based on task force members inputs; 2. peer review methodology included; 3. creation of a participant workbook.	
Added value to EU Citizens	
The degree of maturity in safety management is very diverse throughout Europe. One of the underlying reasons is a poor understanding/acceptance of responsibilities and how to put this in practice. This requires the right mindset, and an adequate safety strategy that is systematically implemented in both formal and informal elements of safety management. Rail safety is at the core of EU citizens' interest. The Agency has developed the above-mentioned activities to further strengthen it.	

Sustainable safety management (ERA1167)	
Indicator	Target
Strengthen SMS (TDG) - coordination of EUDG meetings	Meetings organised, support material developed
Partly achieved The plenary EUDG meeting on June 19th further discussed various project aspects, showing continued effort and engagement in the RMP's development. A choice has been made to only organise one EUDG plenary meeting in 2023. In 2023 the EUDG's focus has been on the following topics: Defining RMP test scenarios (which have been discussed during the RMP subgroup meetings in the first half of 2023) Introducing the topic of the Information Sharing System (to be developed as part of the CSM ASLP project within the Agency) and the associated Knowledge Graph in which the RMP data model will be integrated Discussing some minor improvements integrated in the RMP user interface development Continuing the discussions on the putting in place of harmonised scenarios (covered by the EUDG subgroup on harmonised scenarios).	
Strengthen ASBO control level - coordination of ASBO (meetings, RFU development, etc.)	Meetings organised, support material published or delivered
Achieved In 2023, 2 plenary meetings and 4 technical committees took place, facilitating critical discussions on the improvement and harmonization of ASBO practices and advancing the technical aspects of ASBO development and oversight. All the related documentation has been soundly managed to ensure accountability and ongoing improvement.	

Sustainable safety management (ERA1167)	
Strengthen ECM control level - coordination of ECM certification bodies (meetings, RFU development, etc.)	Meetings organised, support material published or delivered

Achieved

In 2023, 2 ECM Certification Bodies meetings took place ensuring ongoing dialogue and collaboration. All the related documentation has been soundly managed fostering a culture of accountability and record-keeping.

Strengthen SMS (TDG) - development of the Risk Management Platform (RMP)	RMP proof-of-concept/Beta V3.0; reference manual V3.0

Not achieved

A RMP development subgroup meeting was held on March 6th, where test scenarios were outlined with representatives from multiple transport sectors. In May, another significant EUDG RMP subgroup meeting was held, focusing on the RMP. In this meeting, the ongoing development of the ISS Knowledge Graph, which is inherently linked to the RMP's data model, was presented. The plenary EUDG meeting of June further discussed various project aspects, showing continued effort and engagement in the RMP's development. A lower than anticipated priority was allocated to the RMP User Interface development due to several reasons:

Elevated Expectations: The initial high expectations set for the RMP user interface development were already quite steep, assuming all foreseen would be effectively available for its development (which in practice did not turn out to be the case).

Shift to ISS Knowledge Graph Development: A strategic shift of focus was requested towards the development of the ISS Knowledge Graph, which is closely linked to the RMP. The integration of the RMP's data model into this Knowledge Graph became a priority, leading to the de-prioritization of the development of the RMP user interface.

Strengthen ECM control layer - develop, deliver and maintain guidance material on ECM certification	Support material published or delivered (in collaboration with ERA Academy)

Achieved

In 2023, a kick-off meeting was organised to discuss the revision of the guidance on ECM certification process, marking the beginning of a structured development phase. All the related documentation has been soundly managed fostering a culture of accountability and record-keeping.

Topics handled, included (non-exhaustive list):

Identified areas for improvement in the existing guidance, such as correcting small errors and updating chapters to reflect current regulations and practices.

Proposed the integration of new components, such as DAC, into the guidelines, showing responsiveness to technological advancements and industry trends.

Emphasized the importance of predictive maintenance and digitalization in the maintenance plan and activities, reflecting a modern approach to ECM certification.

Set a timeline for a complete revision of the guideline by the first quarter of 2025, establishing clear goals and a vision for the future of ECM guidance material.

Strengthen SMS - develop, deliver and maintain guidance material on CSM RA/MO	Support material published or delivered (in collaboration with ERA Academy)

Achieved

It has been decided to develop an assessment scheme for AsBo starting from 2023. Key achievements included:

Formation of Working Groups: A dedicated working party and supporting taskforce were created to focus on the AsBo assessment scheme development.

Inclusive Participation: The working groups include a diverse array of members, encompassing professionals from the EU railway sector, national accreditation bodies, and independent experts, ensuring a broad range of perspectives.

Strategic Meetings and Milestones: Several meetings throughout the year laid the groundwork for the scheme's development, with inputs drawn from various regulatory and standardization documents.

Future Approach: The plan for 2024 involves further development and public consultation, with an expectation to start using the new AsBo assessment scheme after a transition period.

These steps represent a comprehensive approach to enhancing the assessment and accreditation process for AsBos, contributing significantly to the standardization and efficiency of safety assessments in the railway sector.

Sustainable safety management (ERA1167)	
Strengthen SMS - develop, deliver and maintain guidance material on SMS (incl. app, website, etc.)	Support material published or delivered (in collaboration with ERA Academy)

Achieved

An initiative is in progress to provide additional support material to the sector by transforming the static "SMS wheel" infographic into an interactive object created with HTML 5 technology. In support of this initiative, contact has been initiated with a supplier specialized in educational technology and training solutions (creating custom-made training modules, blending instructional design with interactive media content). Its expertise extends to delivering blended learning experiences, combining digital learning with real-life scenarios, and offering solutions like mobile and micro-learning. It develops immersive simulations and interactive scenarios, aimed at enhancing workplace skills and competencies in realistic settings. A terms-of-reference document has also been prepared to describe this initiative. All milestones included in the ToR have been delivered.

Strengthen SMS - develop, deliver and maintain guidance material on TDG risk management	Support material published or delivered (in collaboration with ERA Academy)

Achieved

A training presentation has been prepared and provided as part of the "IPA Rail Freight Seminar" that took place in 2023. This training contained a chapter, where the Risk Management Framework's Risk estimation methodology and the RMF's decision making process have been included and presented as an example in the context of the development of risk models. The training also included the discussion of real-life examples related to transport of dangerous goods. The training material builds further on the material delivered during a previous training and also contained elements from the CSM ASLP.

Added value to EU Citizens

The degree of maturity in safety management is very diverse throughout Europe. One of the underlying reasons is a poor understanding/acceptance of responsibilities and how to put this in practice. This requires the right mindset, and an adequate safety strategy that is systematically implemented in both formal and informal elements of safety management. Rail safety is at the core of EU citizens' interest. The Agency has developed the above-mentioned activities to further strengthen it.

Learning from safety performance (ERA1168)	
Indicator	Target
Strengthening NIB control layer - bilateral feedback provided to # NIB (possibly to be combined with NIB peer review)	100% delivered on request, within 6 months

Achieved

In 2023, the Agency provided bilateral feedback to 2 NIBs.

Strengthening SMS + strengthening NSA control layer - develop training modules on measuring safety performance/risk-based supervision	training modules developed and tested

Achieved

In 2023, transversal training modules have been developed and tested.

Added value to EU Citizens

Important lessons can be learned from safety performance and events. Unfortunately, despite the fact that a lot of resources go into the analysis of events, the learning potential is not fully exploited. The project aims to improve this situation both at operational and authority level. The development and implementation of the CSM ASLP is a sub-initiative to achieve this.

Revision of SSC guides and procedures (ERA1208)	
Indicator	Target
Collection of feedback, identification of lessons learned and possible improvement for ERA guides and procedures	5 SSC plenary meetings and 2 Peer Review Group meetings

Achieved

In 2023, all the meetings were held, and the minutes of meetings have been uploaded to the relevant workspaces. For the Guides, work has taken place to collect information from the Issue Log for the SSC Guides for Authorities and Applicants and draft amended versions of these guides have been prepared to share with the Peer Review Group in 2024.

% of change requests implemented following the decision from the change control board to execute them during the year	95%

Achieved

All issues that the Change Control Board have addressed in 2023 have been incorporated in the SSC Guides for Applicants and Authorities.

Added value to EU Citizens

EU citizens expect that the Safety Certification Process is collaborative and efficient, and that suitable information is available for assessors and applicants alike so that Safety Certificate applications are processed in a timely manner. The changes we have made to the SMS Requirements Guide and the work we have done with the NSAs and our own assessment staff to improve understanding and skills helps to deliver this objective.

Common Safety Methods on Assessment of Safety Level and Safety Performance (ERA1219)	
Indicator	Target
CSM guidance/training	FAQ based on the implementation of the CSM developed. Operators voluntarily implementing the CSM identified, questions collected, answers drafted and published.

Partly achieved

As the CSM ASLP implementation has not formally started, the FAQ development was started internally. The development will continue with external volunteers implementing the CSM ASLP test phase.

GoA/JNS fast track procedure	Final Report delivered according to the time plan set up by the steering group decision

No assessment possible

There was no fast-track procedure in 2023.

GoA/JNS normal procedure	Final Report delivered according to the time plan set up by the steering group decision

Achieved

The Agency ensured in 2023 that the Normal Track Procedure on consequences of unintended application of brakes would be concluded and delivered with a final report by the agreed time plan (February 2024).

Management of the Group of Analysts	GoA meetings chaired

Achieved

In 2023, each meeting of the GoA was chaired by the Agency (2 steering committees, 2 plenary working parties, 7 sub-group A meetings, 3 sub-group C meetings, 4 sub-group D meetings).

GoA/JNS normal track procedure	GoA proposal & ERA follow-up report

Achieved

In 2023, the Agency supported the sector for the notification of a new normal procedure on "Accident in the Gotthard base tunnel with focus on broken wheels" (kick-off meeting in Q4 2023), and on an AMOC for safe loading of semi-trailers on pocket wagons and holistic risk assessment for cross-wind exposed railway infrastructure (kick-off meeting in Q4 2023). The Agency also ensured that the Normal Track procedure on "Consequences of unintended brake applications with LL blocks" could be finalised according to the pre-agreed timeframe (i.e, February 2024).

Common Safety Methods on Assessment of Safety Level and Safety Performance (ERA1219)	
GoA/JNS fast track procedure	GoA/JNS proposal

No assessment possible

There was no fast-track procedure in 2023.

ISS IT description	Subject to a separate budget request, ISS high level technical description, including roles and responsibilities for use and maintenance, functioning of the Common Digital Interface

Postponed

Due to no allocation of budget in 2023 for the ISS development, this deliverable had to be postponed.

Added value to EU Citizens

The CSM ASLP provides assistance to the railway undertakings and infrastructure managers for improving their safety management and, in particular will ensure that they can achieve their business objectives in a continuously improved safe manner. It will also support decision-making of Member States regarding the achievement of common safety targets referred to in Article 7 of Directive (EU) 2016/798, by providing evidence and information on the evolution of safety performance and safety levels at national and Union level. Based on non-duplicated and interoperable collection of safety data, the CSM ASLP will implement a harmonised assessment of safety level, a harmonised assessment of safety performance and a well-structured process to help each railway operator, national safety authorities and the Agency to qualitatively and quantitatively learn about the causes of accident and incident occurrences and on their consequences in terms of victims and damages. The CSM ASLP will allow the national safety authorities and the Agency to collect national and Union level data resulting in the delivery of meaningful harmonised information that are necessary for their respective risk-based decision-making

Support to NIB Peer review ERA1224	
Indicator	Target
ERA to attend as observer, at least remotely, to the meetings of NIB Peer Reviewed	Attend to, at least, 50% of NIBs Peer Review meetings

Achieved

3 NIB state reports (out of 4 planned – 1 postponement) have been drafted and sent to the NIB being reviewed and to the Agency for comments. By participating in the peer review activities and accessing the peer review results, the Agency was enabled to:

gather the information needed for monitoring the overall safety performance of the Union rail system,

contribute to the content and further development of the peer review programme,

support harmonisation of different levels of independence and effectiveness of NIBs

Added value to EU Citizens

There is diversity in the quality of the NIBs organisations (e.g. financial and human resources and expertise) and in terms of conducted accident investigations and issued safety recommendations in the EU. By monitoring and evaluating the effectiveness and the independence of NIBs who choose to participate in the peer review programme on a voluntary basis, the Agency was enabled to support the improvement of the quality of railway accident investigations and the harmonisation of different levels of independence and effectiveness of NIBs.

Integration of Human and Organisational Factors ERA1236	
Indicator	Target
Dissemination on HOF topics	1 HOF network meeting

Achieved

HOF Network meeting took place on 04 December 2023.

Integration of Human and Organisational Factors ERA1236	
Dissemination on HOF topics	2 Automation Myth Busting Series of papers published

Partly achieved

Automation Myth Busting Paper#4 was published in February 2023, Automation Myth Busting Paper#5 to be published 2024 Q1.

Training on specific HOF topics	Develop and pilot HOF training content for modules included in the ERA Academy portfolio

Partly achieved

HOF Basics piloted in 2021 and improved by the Agency in 2022 and 2023 is under review - e-learning module to be published in 2024. Content of HOF in SMS legislation was delivered but needs to be included in Moodle, which is scheduled for June 2024. Content of HOF training toolkit was completed, its transformation into an app is under finalisation.

Collaboration on HOF topics to build and share knowledge	HOF Collaboration with organisations and research institutes in railways and other safety domains

Achieved

In 2023, the following initiatives took place: 1. Collaboration with DZSF on Automation Myth Busting Papers ensured, 2. input into EU-Rail system pillar and innovation pillar work provided (SP annual work programme and WP9 on PhD topics), 3. Participation to the DAYDREAMS final conference ensured.

Dissemination on HOF topics	Presentation of HOF topic during ERA's Safety Days and IRSC 2023

Achieved

2 HOF presentations have been delivered in 2023:

Joint presentation delivered on RAIL HOF with UIC during Safety Days, and

presentation on sharing and exchanging knowledge on human and organizational factors in rail (the new RailHOF Platform) delivered during IRSC event).

Guidance on a HOF topic adopted and published	Training on HOF in change management toolkit

Achieved

The HOF toolkit guidance and supporting excel tables have been published on the Agency's website in 2023. The HOF toolkit training was improved by ERA after it was piloted by the stakeholders in 2022 and is currently under transformation into an app to become more user friendly.

Added value to EU Citizens

The objective of the project is to increase awareness, both internally and externally, about the importance of integrating HOF and provide practical tools to enable the sector to do this in order to improve railway safety performance and efficiency. Integrating HOF will not only improve safety performance but also be cost effective. For example ensuring that a human-centred design approach is taken from the start will avoid costly revisions due to designs being unsuitable for the operators.

Executing SSC (ERA1242)	
Indicator	Target
Executing SSC	Legal deadlines and according to the process

Achieved

All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants.

Added value to EU Citizens

The single safety certificate gives evidence that the railway undertaking has established its safety management system and is able to comply with its legal obligations. Access to the railway infrastructure is granted only to railway undertakings that hold a valid single safety certificate. The safety certification activity of the Agency is contributing to increase and harmonise safety management systems of the operators while lifting the competitiveness of the European railway sector by significantly reducing the administrative burden for obtaining the necessary safety certificate needed for cross-border rail services.

Follow-up audit - report on the state of implementation and application of EU legislation on railway safety and interoperability in Spain (ERA1248)	
Indicator	**Target**
Report	Delivered to EC by end of Q3

	Achieved
	The report was delivered to the Commission on 26/05/2023.

Safety Trainings and Assistance to Rail Stakeholders (STARS) (ERA1249)	
Indicator	**Target**
Assistance delivered according to the request assessment	100%

	Achieved
	All requests were analysed and if the agreement was found, it led to a contract for the safety training delivery.

Requests for assistance assessed	100%

	Achieved
	All requests were analysed and if the agreement was found, it led to a contract for the safety training delivery.

Requests for safety trainings assessed	100%

	Achieved
	All requests were analysed and if the agreement was found, it led to a contract for the safety training delivery.

Trainings delivered according to the request assessment	100%

	Achieved
	All requests were analysed and if the agreement was found, it led to a contract for the safety training delivery.

Added value to EU Citizens

Through the dissemination of knowledge on railway safety, this project contributes to the enhancement of expertise of railway stakeholders on various safety matters.

ERA support to Greece for strengthening its systems safety and interoperability in line with EU railway legislation (ERA1250)	
Indicator	**Target**
Strengthening NIB control level - Deliver a list of international, independent accident investigators and facilitate the interaction with the Greek NIB	List of experts identified and communicated. Regular follow up, as requested by the Investigator in Charge (IIC)

	Achieved
	A list of external experts was provided shortly after the Tempi accident on 28/02/2023. Unfortunately, the appointment of the Board members of NIB EL only took place in September. In application of RSD Art 22.5, NIB EL subsequently requested support of ERA and the NIB network to support their independent investigation. After consultation, no NIB had the availability to release further experts, so ERA decided to provide the necessary support to NIB EL with its own resources.

ERA support to Greece for strengthening its systems safety and interoperability in line with EU railway legislation (ERA1250)	
Strengthening SMS + different control layers - Report on implementation of EU railway safety and interoperability in Greece (Art.35.5 report on request of EC)	Report delivered to EC by 09/09/2023

Achieved

With his letter dated 9.3.2023, the Director of Directorate C – Land of the Directorate General for Mobility and Transport of the European Commission requested from the Director of the European Union Agency for Railways a report on the state of implementation and application of EU legislation on railway safety and interoperability in Greece. His request for a reliable analysis of the Greek implementation of rail safety and interoperability was triggered pursuant to Article 35 (5) of Regulation (EU) 2016/796. The Agency positively replied to the EC's request and delivered the draft report by September 2023 and the final report by October 2023

Report on possible amendment and/or reinforcement of EU safety framework	Report to EC delivered by 30/09/2023

Achieved

To ensure that the railway system is built with safe and interoperable products and sub-systems, and operated and maintained safely, the European railway legislation has designed a layered system of control mechanisms (control layers) between the different actors. Thereby, the European railway legislation contains a series of internal and external levels of control of the compliance of implementation with the applicable requirements, and consistent application of the legislation, by the relevant railway stakeholders. Events like the catastrophic accident on 28th February in Tempi, Greece, should be used to evaluate the adequateness of these control layers and to strengthen them where necessary and possible, with Agency and/or Commission initiatives.

This report provides an initial assessment of the degree to which the overall EU safety legal framework is implemented throughout Europe and shall serve as a basis for discussions on which targeted measures, may be needed in order to bring about continuous and sustainable improvement.

Added value to EU Citizens

This project supported Greece for strengthening its systems on safety and interoperability in line with EU railway legislation, which would increase its safety and the overall safety levels in Europe.

N.a

Impact assessments ERA1188	
Indicator	Target
Number of impact assessments delivered for recommendations and opinions	Number of IAs corresponds to the number recommendations delivered / number of opinions issued

Achieved

All published OPIs and RECs have been undergoing an impact assessment.

Task Force Report endorsed by ESG	Report delivered to the ESG by December

Achieved

The Task Force on Data Quality report was published in April 2023.

Added value to EU Citizens

The impact assessments promote transparent and evidence-based decision making, not solely on technical grounds, but considering wider socio-economic interests. This in turn leads to better regulation.

Ex-post evaluations ERA1189	
Indicator	Target
Number of completed ex-post evaluations	At least one

Achieved

According to Art. 53 of Directive (EU) 2016/797, the Commission has to deliver an evaluation on interoperability. MOVE.C4 requested the Agency to provide, as foreseen in the latest IMCS procedure for ERA1189, inputs for its evaluation in the form of a report. The Agency evaluation was delivered timely on 21 June 2023.

Added value to EU Citizens

Ex-post assessments on existing legislation and policy initiatives determine whether these are working as intended and whether there are issues to be addressed in order to facilitate improvements. The delivered reports have enhanced knowledge on specific pieces of EU legislation that will contribute to introduce improvements for the railway sector's safety and interoperability.

Reporting on Railway System ERA1195	
Indicator	Target
Annual assessment report on achievements of CSTs	31/03/2023

Achieved

The annual assessment report was shared with the Commission and published on the Agency's website in March 2023.

Annual overview for safety	Available by March

Achieved

The annual Safety Overview report was published on the Agency's website in March 2023.

Reporting on Railway System ERA1195
Added value to EU Citizens
The (statutory) reporting service ensures that findings regarding the progress with safety and interoperability of the Single European Railway Area are transparently available based on all available statistics. This strongly contributes to evidence-based decision-making.

Data and information analysis ERA1196	
Indicator	Target
Complete the targeted studies that are selected by the MT	Two targeted studies

Achieved

The MT selected in January 2023 two targeted studies from the shortlist: Preparatory work for the ERA Rail Environmental Report (RER); ERA Railway factsheets. The RER has been developed incrementally, involving many colleagues from different units, a sector consultation, and numerous iterations. The 2023 deliverable has been shared with the Executive Director on 20 December 2023. The ERA Railway factsheets were first launched in July 2023. A press briefing and update followed in December 2023. The Factsheets unlock previously disclosed data from ERA registers and have gathered substantial interest.

Added value to EU Citizens

The ERA targeted studies provided valuable information to the railway sector, which can contribute to evidence-based decision-making across the railway sector.

Women in transport ERA1223	
Indicator	Target
Speed networking sessions	2nd round of sessions organised

Achieved

End of 2023 initiative was taken to organise a second round of speed networking sessions. A call of interest was made via the Agency's website leading to a higher number of enrolments than anticipated. An overview excel was created to schedule all the sessions. The results and conclusions will be presented to EB/MB, MT and staff in 2024.

Thematic session WiT with the Agency's MT	Organised

Achieved

The MT endorsed the EUAN charter for diversity and inclusion during a Management Team Meeting on 03/03/2023. The document " Endorsing Diversity and Inclusion at ERA ", containing our Commitment and High-level objectives (2023) was also presented, discussed and adopted. The webinar was introduced. The work with the MT on diversity will continue in 2024 where the focus will be more in capacity building, following the line of work of the Participatory Gender Audit.

Webinar on WiT	Organised

Achieved

The webinar was organised in 2023.

Added value to EU Citizens

Women are under-represented in the rail sector. At the Agency, the numbers of women in senior positions or operational roles are low. There is a significant and an increasing international body of evidence that shows creating a better gender balance bring benefits for women and men, for the organisation and for wider society. The measurement of the success of Women in Transport focuses on more immediate metrics such as the gender balance of applicants for posts at the Agency and gender balance at all levels of the organisation. Without concrete action it is likely that the issue of gender balance would take generations to improve, if ever. This project is part of the Management commitment to "walk the talk" as a signatory of the Women in Transport initiative. Ethically, it is the right thing to do, economically it is the smart thing to do.

ERA Academy (1145)	
Indicator	**Target**
Events and webinars, dissemination activities	Delivering ERA events according to the yearly Comm & Diss plan

Achieved

The events hosted or co-organised by ERA in 2023, reflected many of the strategic topics of the Agency and the Sector, and reached people in all parts of Europe. All planned events were successfully delivered and in line with the SPD amendments that took place in 2023. The Agency continued its highly appreciated webinars. In addition, the 4 online Q&A sessions about the revised TSI Package were very well received by the sector. Improved internal coordination of dissemination activities allowed for cost-efficient budget planning and optimal use of synergies. This made the NSA Staff Visit with 50 participants, the St. Pölten University visit and the TSI Dissemination campaign possible.

Indicator	Target
Building and managing the Academy	The Academy achieves its planned activities as described in the yearly Comm and Diss Plan, and reports regularly to the MB.

Achieved

During 2023, the Academy team continued to optimally serve the needs of its internal and external stakeholders, supported by seamless coordination and accurate budget management. This made additional activities possible such as conducting an NSA Training needs survey, a very successful campaign for the TSI Dissemination, an international NSA Staff Visit. The Academy reported on its activities at the MB meetings of June and November 2023. In addition, with MB Decisions n°328 (July 2023) and n°330 (Oct. 2023) SPD amendments were adopted, to reflect its dynamic environment, following the needs of its stakeholders. Fruitful exchanges have taken place during cooperation meetings with EASA, EMSA, ENISA.

Indicator	Target
Building the Knowledge HUB (e-learning environment), Safety Management Training Project and ERA Competency Framework	The knowledge HUB is built as planned in the yearly Comm & Diss Plan

Achieved

The Academy continued delivering trainings on- and offline, on many of the strategic topics of the Agency and the Sector, like e.g., ERATV, Pool of Experts SSC, Safety Leadership Trainings. Academy and Safety staff jointly developed professional training content and successfully launched the e-Learning Platform at the Safety Days Conference. This work is instrumental in disseminating the material developed in our policy work to our partners and stakeholders. This is particularly true in the field of rail safety (e.g., HOF and Safety Management) to enhance the maturity of operators and the different control levels in adequately taking up their responsibilities and fulfilling their activities under the existing safety regulatory framework, hence the priority given to safety training. HR has been invited to be part of the working group dedicated to assessing internal competency framework as discussed in the Strengthening Action Plan meetings. The Academy intends to use this assessment for designing its future offer.

Added value to EU Citizens

The Academy activities contribute to reaching a common understanding of European railway regulations and TSIs making European standards a global reference and promoting the use of harmonised terminology. By raising awareness, upskilling, and training railway staff, the Academy activities support the sector in reaching the highest level of safety in Europe.

The EU will become the global reference for rail and ERA authorisations will be globally recognised

Coordination of international relations (ERA1147)	
Indicator	Target
Engagement with other international regulation bodies (Platform of regulators)	Ensured

Achieved

The 7th meeting of the Platform of Rail Regulatory Bodies was organised online in September 2023. Furthermore, in 2023, the Agency received a visit of the delegation of Brazil's National Land Transport Agency (ANTT) and had a number of other bilateral contacts with the peer organisations (online meetings, contributions to conferences), and provided requested expert assistance to DG MOVE.

Support to EC in wider international engagement	Ensured

Achieved

In 2023, the Agency continued supporting EC in wider international engagement by aligning its activities and replying to EC requests. The Agency is constantly monitoring developments in international fora in order to identify relevant discussion topics with international partners, with the view of exchange of information and experiences.

Expert consultations to the Ukrainian rail authorities, in close coordination with DG MOVE, to address the most urgent outstanding questions in the scope of IOD, RSD, TDD.	Ensured according to the monthly rolling plans

Achieved

Following the exchange of letters with the Deputy Prime Minister for Restoration of Ukraine, the Agency organised series of bilateral consultations with the Ukrainian rail authorities in 2023.

Collaboration with OSJD	Ensured so far as is possible, taking into account the EU approach to the situation in Ukraine

No assessment possible

Given the aggression by the Russian Federation in Ukraine, ERA put on hold its involvement in the meetings with OSJD until further communication. In 2023, the Agency's involvement in the meetings organised by OSJD remained on hold. The Agency continued to monitor developments in OSJD for general information.

Collaboration with OTIF	Ensured

Achieved

ERA participated in all relevant OTIF Working Group Meetings and in the OTIF Committee of Technical Experts. The Uniform Technical Prescriptions of OTIF are aligned to the TSIs as far as possible, taking into account the different scopes of the legal frameworks. ERA participate in the Administrative Arrangements Management Meeting organised in 2023.

Added value to EU Citizens

The Agency's cooperation with OTIF and other international partners on technical and operational matters in the field of rail safety and interoperability supports EC policies and EU rail industry in the joint effort of increasing attractiveness and capacities for passenger and freight transport by rail, as environmentally friendly transport mode. Furthermore, the Agency provides possible technical support to the European Commission in other areas of its broad international agenda. The EU transport policy aims at promoting greater development and stability in the neighbouring countries, enhancing connectivity with the neighbouring areas and towards Asia, and creating a level-playing field for international rail transport and the rail supply industry beyond EU borders. The Agency contributes to EU cooperation with Ukraine on resilience and development of rail links and transport by rail, preparations for integration of Ukraine into the European Union and the Single European Rail Area.

Networks (ERA1148)	
Indicator	Target
Networks - NIB cooperation	Organised

Achieved

All the NIB Networks meetings have been organised.

Networks (ERA1148)	
Networks - NRB management and coordination	Organised
Achieved All the NRB Network meetings have been organised.	
Networks - NSA Network	Organised
Achieved All the NSA Network meetings have been organised.	

Added value to EU Citizens

The Networks project aims at facilitating and improving the collaboration and partnership among the Agency, the NSAs, the NIBs, and the NRBs. Various topics in the field of safety and interoperability, which are at stake also for EU Citizens are discussed during several meetings organised under the Networks project.

EUMedRail (ERA1150)	
Indicator	Target
National dissemination/training activities	3
Achieved Two workshops on the integration of HOF in railway accidents and incidents was organised in November. One workshop on high-speed railways was planned and prepared at the request of the Israeli delegation in Spain. The event could not take place on 27 and 28 November due to the start of the war in Israel. However, the agenda was sent together with the invitation the first week of October.	
Contribution to the Results Reporting exercise managed by the European Commission and Completion of the logical framework matrix	2
Achieved Completed following the planning in 2023.	
Number of regional dissemination / training activities	3
Achieved Three regional activities were organised: A workshop on accident and incident investigation EUMedRail workshop on the transport of dangerous goods Atelier EUMedRail sur le transport des marchandises dangereuses	
No. of meetings / events organised by the Agency, where experts from the region attend	4
Achieved EUMedRail countries participated in various webinars organised by the Agency, as well as to the safety days and the 11th ERA Budapest workshop.	
Draft project documentation and reports	Issued
Achieved The narrative and financial report related to 2022 were submitted in July 2023 together with a project proposal covering the period 2024-2027 and an update of its internal project plan.	

EUMedRail (ERA1150)
Added value to EU Citizens
The EUMedRail project promotes regional cooperation with the Southern Mediterranean partners in the framework of the European Neighbourhood Policy. In particular, the project encourages the exchange of best practices in the field of interoperability and safety of the EU railway system and the promotion of the European Rail Traffic Management System (ERTMS). The exchange of information between the Agency and the beneficiaries supports shared vision of safety Management and railway operations.

IPA and Western Balkans (ERA1151)	
Indicator	Target
All national rules of IPA Beneficiaries are collected, analysed and aligned to TSIs	Assistance provided by ERA
No assessment possible In 2023, ERA has not received any dedicated request for assistance regarding how to collect, analyse and align rules to TSIs. ERA has participated in all TCT activities and supported with presentations, Q&A sessions and practical guidance. The transposition of the EU acquis regarding the TSIs is progressing slowly. The Transport Community Permanent Secretariat has published the status.	
IPA beneficiaries are familiar with EVR and actively use it. Data from existing NVRs is successfully migrated to EVR	Assistance provided by ERA
Partly Achieved In 2023, ERA organised EVR-trainings for Serbia, Montenegro and Bosnia and Herzegovina. 3 more planned EVR-trainings for Albania, Kosovo ([1]) and North Macedonia could not yet be organised. The three outstanding training sessions are deferred to 2024.	
IPA beneficiaries establish a functioning NSA and NIB	Assistance provided by ERA
Partly achieved Functioning NSAs and NIBs are missing in some IPA beneficiaries. IPA Project Manager met with EU Delegations, officials, and other representatives of the railway sector in one country in 2023. Railway professionals from those countries were invited to all IPA training activities in 2023.	
Train driver licensing of IPA beneficiaries is up to the standard of the EU. Train driver licenses issued by WB6 are mutually recognized.	Assistance provided by ERA
Achieved On 23 Feb 2023, the Agency organised a workshop on an IPA Train Driver Workshop in Pristina / Kosovo ([2]). This training was attended by experts from the entire region. This training has been recorded and is available as video for IPA Experts.	
WB6 have an electronic register and management system of railway infrastructure, taking into account the existence of the European Registers of Infrastructure (RINF)	Assistance provided by ERA
No assessment possible According to the data available to ERA, Kosovo ([3]), North Macedonia and Serbia have establish an electronic register and management system of railway infrastructure, taking into account the existence of the European Registers of Infrastructure (RINF). However, dedicated support on this matter was not provided nor requested in 2023.	
Added value to EU Citizens	
When the EU candidate countries will join the Union, they will have already implemented the framework and the EU acquis. This will allow EU citizens to use rail as environmentally friendly and safe mode of transport and transport their goods from/ to South-Eastern Europe, as rail freight corridors are today connecting the Western Balkans with the EU. In a long run the IPA and Western Balkan Project will support the implementation of the Interoperability Directive and the Safety Directive among the project beneficiaries. This will provide the base for a market opening of rail services and seamless train rides from and to this neighbouring region.	

([1])   This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.
([2])   Ibid.
([3])   This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

Online Corporate Communication (ERA1161)	
Indicator	**Target**
Moodle platform availability	> 97% (excluding maintenance)
Achieved The platform was continuously accessible throughout the year.	
Website availability	> 97% (excluding maintenance)
Achieved In 2023, the ERA website was available 99.96% of the time.	
Twitter - Number of original posts	At least 10 posts per month
Achieved The Agency published at 10 posts per month throughout the year.	
Twitter - Number of retweets	At least 12 retweets per month
Achieved Every month of 2023, the Agency retweeted at least 12 posts.	
Organising Webinars	At least 10 webinars/year
Achieved 10 webinars were organised in 2023.	
YouTube - Number of original videos	At least 2 videos per month
Achieved 35 videos were published in 2023, which provides an average of 2.9 per month. All indicators are on the rise: views (+6%), watch time (+30%), subscribers (+388).	
LinkedIn - Number of original posts	At least 6 posts per month
Achieved 142 posts were published throughout the year (+56% compared to 2022). Average is 11.8 posts/month.	
Implementation of changes on the Agency's website	quarterly
Achieved The technical, evolutive & corrective maintenance of ERA website have been very active throughout the year and was updated at a higher frequency than every quarter.	
Added value to EU Citizens	
The ERA website & social media engagement are essential tools that facilitates to bring the knowledge of our Stakeholders to the next level. It is essential to improve continuously the usability of the website, for the railway sector, and for European citizens.	

Publication Management (ERA1163)	
Indicator	Target
Strengthening and keeping the consistence of ERA corporate design	2 internal trainings delivered to ERA Staff

Partly achieved

One internal training has been delivered in 2023 and several one-on-one coaching sessions have been organized to support the usage of the PPT Template, leading to strengthening the consistence of ERA Corporate Design.

Creating and implementing communication campaigns aiming at explaining ERA's mission, activities and added value	2 Communication Campaigns

Achieved

In 2023, two communication campaigns were implemented:

1. Unlocking railway data – Present and future, focusing on promoting the added value of the innovative Railway Factsheets tool made available on ERA's website, while explaining how railway data shall be defined and linked in the near future. The main outputs of this campaign were two press releases, three videos, several posts disseminated on ERA's social media channels, and a press briefing that took place in Brussels on 6 December 2024.

2. ERA milestones explained – The campaign focused on highlighting major 2023 ERA milestones: 50 000 vehicles authorised, first Authorisation for new generation sleeper train and 4 years of implementation of the 4th Railway Package leading the European railway sector one step closer towards creating the Single European Railway Area and following the principle of "One Europe. One Railway. One process". The main outputs were one press briefing held in April in Brussels, three press releases, two videos, and several social media posts disseminated on ERA's social media channels.

Added value to EU Citizens

Providing communication tools enables us to present our work to the world, to explain why rail is the safest and the most sustainable means of transport. Communication campaigns and the respective outputs (e.g., visuals, videos, GIFs, infographics, publications, etc.) bring closer to the stakeholders and to the public relevant information about ERA, providing the necessary evidence supporting the idea of rail as first choice of transport. Our communication services provided the necessary data for an informed decision when it comes to choosing the most sustainable means of transport.

Collaboration with European and international standardization organizations (ERA1178)	
Indicator	Target
Participation to the meeting related (RASCOP, CLC/TC9X, CEN/TC256, ISO/TC269, ISO/TC204, IEC/TC9, ETSI)	50% participation based on priority topics

Achieved

The Agency participated at least to 50% of the relevant meeting. For instance, it participated to RASCOP and CEN CENELEC plenary meetings.

ERA-UIC coordination	Implement the coordination framework of 2021

Achieved

The coordination framework summarises the principles of ERA-UIC collaboration. The ERA-UIC collaboration within the coordination framework is monitored and steered by recurrent ERA-UIC high level meetings. The coordination framework continued to be implemented in 2023.

Assessment of the new standard version to be referred to in TSIs	New version assessed within the agreed deadlines

Achieved

100% of standards assessed and TSI adapted accordingly.

Added value to EU Citizens

Standards are part of the European railway legislation, strengthen the competitive position of the European Railways industry in the world and reduce costs of Railway products. Improved TSIs contribute to the Single European Railway Area which makes Railways more attractive and competitive as most environmentally mode of transport.

Supporting EB and MB meetings (ERA1154)	
Indicator	Target
% of mandatory decision topics for year N covered by the EB/MB meetings	100%

Achieved

The Management Board adopted all the mandatory decisions described in the Agency Regulation (Art. 51), such as:

- adoption of the CAAR

- adoption of the Single Programming Document (SPD) N+1

- endorsement of SPD N+2

- adoption of the budget N+1

- adoption of the Communication and dissemination plan

- the appointment / renewal of appointment of EB members, as necessary.

Added value to EU Citizens

The Management Board ensures that the Agency carries out its mission and performs the tasks assigned to it under the conditions laid down in the Regulation 796/2016.

Strategic Statement 8

The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU

Organisational strategic programming, monitoring and reporting (ERA1156)	
Indicator	Target
01_Strategies identified, steered and monitored	2

Achieved

In 2023, progress was made on the steering and monitoring of the following strategies: 1. HR, Better together, WiT; 2. SAP; 3. Environment; 4. Data and digitalisation; 5. ISS and PCP business case; 6. IT strategy.

02_SPD 2024-2026	First draft endorsed by MB in January and final document adopted by MB in November

Achieved

SPD 2024 - 2026 was endorsed by the MB in November 2022 and adopted during the 64th MB meeting on 14/11/2023.

03_SPD 2025 - 2027	MB workshop organised and workshop report circulated to the participants

Achieved

1. MB SPD 2025-2027 workshop organised on 28/06/2023.

2. MB workshop report drafted, signed and published on the EB/MB co-editing Area.

3. SPD 2025 - 2027 endorsed by MB during 64th MB meeting on 14/11/2023.

04a_Budget planning, monitoring and reporting	Budget 2024 request encoded in BadgBudg

Achieved

The budget 2024 request has been successfully encoded in 2023.

04b_Budget planning, monitoring and reporting	100% of budget transfers approved in line with ERA Financial Regulation provisions

Achieved

The work instructions on budget transfers were approved in June 2023. All budget transfers were processed in line with the principles of the ERA financial regulation and duly recorded in a single repository.

04c_Budget planning, monitoring and reporting	>98% of appropriations committed

Achieved

99.93% of VoBu 2023 appropriations have been committed.

Organisational strategic programming, monitoring and reporting (ERA1156)	
04d_Budget planning, monitoring and reporting	<10% of carry-over of payment appropriations for T1

Achieved

1.2 % of the VoBU 2023 commitments have been carried over to 2024.

04e_Budget planning, monitoring and reporting	<20% of carry-over of payment appropriations for T2

Achieved

13.88 % of VoBU 2023 commitments have been carried over to 2024.

04f_Budget planning, monitoring and reporting	<30% of carry-over of payment appropriations for T3

Achieved

18.44% of VoBu 2023 commitments have been carried over to 2024.

04g_Budget planning, monitoring and reporting	>95% of execution of C8 payment appropriations

Partly achieved

94.30% of VoBU 2022 has been paid. The target was missed by 9.348 EURO out of total of 1.342.332EURO.

04h_Budget planning, monitoring and reporting	>95% of payments made by contractual deadline

Partly achieved

In 2023 86.56% of payments were made by contractual deadline. It is important to note that the partial achievement of this target is partly explained by technical issues in the SUMMA system during the three first month of the year. Indeed, if we look at the figures until the 16th of March, the payments made within the contractual deadline were 69,33% and, if we remove payments made until the 16th of March from the statistics, we would reach a result of 89,55% of payments made within the contractual deadline. Next to this, we can also point out substantial improvements in comparison to 2022 results (80%).

04i_Budget review	At least 6 budget reviews

Achieved

9 budget reviews meetings took place in 2023.

05_SPD 2023 substantial and non-substantial amendments	Adopted by MB (substantial)/ adopted by ED (non-substantial)

Achieved

In 2023, 3 rounds of substantial amendments (MB decisions 325, 328 and 330) and 4 rounds of non-substantial amendments (ED decisions 2144, 2160, 2195 and 2216) have been carried out.

06_SPD 2023 monitoring Dashboard	Presented to MT (monthly basis) and EB/MB (at every meeting)

Achieved

The dashboard has been updated to capture the split of salary costs and the SAP monitoring. New features have been developed upon MB request and are functional: 1. quantitative monitoring of the audit observations. 2. Gender data for the MB members and alternates. 3. An additional feature has been included in the dashboard to show the FTE GAP based on reported hours in MS project. The dashboard has been presented to the MB in March, June and November and to the EB in June and October 2023.

Monthly Management Review Reports (MMRR) have been presented to the MT starting March 2023 (starting October the content of the report was limited to budget sections only). An MT dashboard in power BI has been made available and presented to the MT beginning of 2023 allowing the MT members to continuously monitor the key aspects of the work programme execution.

Organisational strategic programming, monitoring and reporting (ERA1156)	
07_CAAR 2022	Adopted by MB

Achieved

The CAAR 2022 was adopted by the MB on 27th June 2023, sent to the institutions on June 30th and published on the Agency's website.

08_% of internal/ external requests for corporate performance related data and information addressed	100%

Achieved

The following requests have been addressed in 2023: Development of Internal corporate products for HR and budget monitoring; Drafting of external corporate documents in support of exchanges with EC and EP; drafting strategic papers (e.g. SOS).

% of SAP vacancies filled considering budget constraints	75%

Achieved

10 out of 12 SAP vacancies have been filled.

'% of SAP indicators/ targets for year N+1 on policy priority areas included and resourced in adopted SPD N+1	100%

Achieved

All indicators from SAP have been included in the annual work programme in SPD 2024 - 2026.

Topics for which the SAP Task Force made progress: 1. workload analysis and process leaning, 2. matrix and portfolio management review, 3. training and capacity building, 4. budget, 5. synergies	Progress made for all topics

Achieved

1. workload analysis and process leaning: 3 pilot processes (SPD/CAAR, PPS, Competency management) selected and leaning initiated; tender specifications for leaning services initiated;

2. Matrix and portfolio management review: four surveys launched for matrix evaluation (Staff in matrix, MT, Staff out of matrix and team leaders); development of aggregated action plan initiated;

3. Training and capacity building: Development of an ERA competency search engine matching the requested particular competences with staff members having those competences;

4. Budget: Package of budget planning/monitoring/reporting procedures finalised;

5. Synergies: Actions in other strategies that have synergies with the HR-strategy identified and prioritised.

% of full time administrative equivalent work streamlined through efficiency gains	min 5% per year

Achieved

FTE's consumed at ERA management and administration in 2023 reduced by more than 5% compared to 2022.

Added value to EU Citizens

The Single Programming Document and the Consolidated Annual Activity Report are key documents ensuring an efficient governance of the Agency, in terms of planning, monitoring, and reporting. They therefore reinforce the transparent and good management of the Agency's resources, ensuring best value for money for the Agency's activities.

This service ensures transparent tools and consistent datasets contribute to data-driven decision-making in the Agency, which makes it as effective and efficient as possible. This ensures value for money for all EU citizens.

Internal Management and Control System (ERA1158)	
Indicator	Target
% of nonconformities identified for which corrective/ preventive actions are identified	100%

Achieved

In line with the provisions of PRO_NCM_001 preventive/corrective actions have been recorded for each nonconformity on the 2023 Nonconformity register (ex-ante or ex-post).

Audit implementation_% of IAS/ECA recommendations implemented in line with the action plan	100%

Partly achieved

The last recommendations from the IAS audit on Strategic Planning, Budgeting and Monitoring (i.e. improve the documentation for the budget process) was implemented as per the original target date. The IAS considered the implementation as effective and closed the recommendation.

The Agency implemented 1/5 audit recommendations from the IAS audit on IT security and Data management as per the original target date (i.e. on data interoperability and quality). The recommendation is ready for review by IAS. The Agency implemented the remaining 4/5 overdue recommendations in line with the revised target dated (i.e. on data governance, on data and IT operations, on data and IT security and IT Continuity and physical security). IAS closed two (i.e. on data governance and on data and IT operations), while the other two (i.e. on data and IT security and IT Continuity and physical security) are subject for review by IAS. One outstanding ECA observation is in progress to be implemented in Q1 2024 (i.e. on introducing effective controls for SME).

Financial verification _Information sessions on systemic errors detected	2

Achieved

During the reporting year information on systematic errors detected in financial transactions were conveyed in other effective manners to ensure understanding and facilitate either resolution of issues or prevent the issues to reoccur (targeted internal communication).

As indicated in the dedicated section of this document, the number of overall NC recorded has significantly decreased compared to previous years (22 compared to 28 in 2022 and 35 in 2021), while an open reporting culture has been fostered, and the number of systemic errors is very low and under control.

Agency's processes management – Agency's processes revised in line with the ICF and SAP leaning objectives – pilot phase	3

Partly achieved

Status for the three pilot processes: 1.Competency framework- eCF tool has been updated with a new interface which facilitates the access to the tool and the identification of the technical competencies already defined for the roles. This is enabling staff to identify their own competencies in an easy manner. Once each staff identifies and validates their own competence, it will be easier for the Agency to identify gaps and it will highlight relevant areas for training. 2. SPD & CAAR - a new approach on leaning SPD has been proposed. Adoption and implementation are foreseen for the upcoming year. 3. Project and service management – a streamlined approach for portfolio management was drafted in 2024 and will be implemented with SPD 2025. The Agency is planning to outsource the leaning services and to accelerate the process in line with the targets agreed in the SPD 2024.

Agency' most significant risks identified and assessed. Remedial actions plans in place.	Documented and reported in CAAR

Achieved

The most significant risks including mitigating actions were reported in the CAAR 2022 based on the information included in the Risk register 2022. The risk assessment exercise 2023-2024 has been finalised.

Documented assessment of the effectiveness of the ICF	Prepared and included in the CAAR

Achieved

The general conclusions of the assessment have been documented in the CAAR 2022. The detailed assessment (i.e. Assessment of the functioning of the Internal Control Framework (ICF) at ERA 2022- 2023) has been documented in a report, which will be signed off prior to CAAR 2023.

Internal Management and Control System (ERA1158)
Added value to EU Citizens
This service contributes to the enhancement of processes and procedures, as it helps identify areas for improvement and re-design of processes and procedures where necessary. Ensuring updated, leaned processes reduce overall red tape and ensures legal compliance.

Legal support (ERA1159)	
Indicator	Target
% of legal acts issued by the Agency, as defined by the Agency regulation, for which legal advice was provided	100

Achieved

In 2023, Legal Office achieved its target as set out in the SPD by addressing 100% of the received requests.

Added value to EU Citizens

Legal support helps provide a guarantee that the rule of law is respected in all aspects of the functioning of the Agency.

Accounting (ERA1160)	
Indicator	Target
Accounting - Opinion in the CoA annual report on reliable Agency accounts	Positive

Achieved

The Agency received in 2023 a positive opinion from the European Court of Auditors.

Added value to EU Citizens

The service ensures that that the Agency's accounts are reliable, legal, and regular in all material respects.

Media/press relation and crisis management (ERA1162)	
Indicator	Target
Improve capability e.g. by early detection systems, a tool for reputation measuring/monitoring	100%

Achieved

The Agency improved its capability to monitor its reputation and impact of media engagement through the European Media Monitoring tool. It also continued with its already existing monitoring tools to ensure completeness of information. This special process allowed the determination of the coverage, reach, and measured the Advertising Value Equivalency (AVE) estimating the value of a PR mention by comparing it to the cost of a comparable advertisement. The search is done using key words like railways, rail transport, ERA, DG MOVE, EU Commissioner for Transport, ERTMS, rail safety, etc.

Deliver effective media coverage of ERA events	Increased media coverage per ERA event compared to previous year in relevant international media & in specialised media

Achieved

In 2023, the overall press coverage reflecting ERA's activities has increased, and this also boosted the coverage of major events organized by ERA, where press has been invited and that had an important public dissemination component.

For example, the ERA- SCNB joint press event marking a major milestone for our institution, more than 50 000 rail vehicles authorised since 2019. The Press Briefing: Unlocking railway data - Present and Future, as well the Railway Safety days were events covered by relevant media outlets, such as: Euractiv, Agencia EFE, Brussels Morning, El Economista, EU Today, Rail Tech, Railway Gazette.

Also as part of our efforts to deliver effective media coverage, we have issued 8 Press Releases explaining the added value and the positive impact of ERA's activities, within our institutional scope that is to move Europe towards a sustainable and safe railway system without frontiers.

Media/press relation and crisis management (ERA1162)	
Deliver effective media relations	Increased number of articles/features compared to 2022; all enquiries answered within deadline; etc (details see plan)

Achieved

In total, the Agency saw a sharp increase of the number of articles/features compared with 2022. All enquiries received on SRMO, and other communication channels, including the email address of ERA's Executive Director and on press@era.europa.eu were answered within the deadline.

Improve capability: review corporate messaging, design a multi-annual campaign, include videos, FWC with PR agency	Key messages defined, improved tools and procedures, action plan

Achieved

Corporate messaging has adapted to various events happening in 2023, both at ERA level and at inter-institutional level. The main key messages that have been created referred to the tragic accident in Greece where specific Lines to Take have been continuously updated considering the dynamics and developments of the situation. The key messages have also been defined for all the press interviews given by the ERA Executive Director, in close and excellent cooperation with all the super professional rail experts in the technical units.

Deliver effective crisis communications	No reputational damages (legal actions, written complains)

Achieved

2023 has been a challenging year for ERA's Team from the crisis communications perspective, considering the terrible train accident occurred in Greece on 28 February. Since the very beginning, the Agency has responded in a professional manner. All ERA Departments have been represented in a Crisis Communications Team, coordinated by the ERA Executive Director. Another important aspect in this context is to mention the very good cooperation with the communication team from DG MOVE, and the EC Spokesperson Service.

Test & refresh reputational awareness of staff	Training delivered, quality of communications by non-SAC staff improved

Partly achieved

A training session was organised in January 2023 and the Communication team ensured for all events and crises, a coherent and consistent message was developed and followed. In addition, all ERA colleagues have received an email communication providing guidance on how to speak with one voice, and to deliver publicly a well-coordinated message. However, a precise measurement of the improvement was not carried out in 2023.

Added value to EU Citizens

Press is of vital importance for building an institutional reputation and has a relevant role to play in case a crisis communication occurs. From this perspective, the added value of this project can be considered from a triple perspective: for ERA (building ERA's reputation as a trustworthy and professional EU body and creating awareness amongst EU stakeholders and within the Brussels institutional area about the importance of our projects and activities); for the ERA Stakeholders (creating trust in our capability and capacity to deliver in accordance with the SPD provisions, and other programmatic documents); for EU citizens (explaining our raison d'être, which in this case is moving Europe towards a safe and sustainable railway system without frontiers).

Procurement service (ERA1205)	
Indicator	Target
No. of procurement procedures timely organised out of the total number of procurement procedures planned in the annual procurement plan	>90%

Achieved

The Agency organised at a rate of 93% its procurement procedures that were planned for 2023, both operational and administrative.

Added value to EU Citizens

Public procurement refers to the process by which the Agency purchases its services, supplies, or works from companies. The role of the procurement service is to ensure the application of fair, competitive, transparent, value-for-money standards, and practices for the Agency procurement system. It ensures that public money is used efficiently.

Ethics service (ERA1222)	
Indicator	Target
% of Agency's staff trained on antifraud and Ethics	at least 15% per each type of training
Achieved 4 Antifraud training courses and 4 Ethics and integrity training courses took place in 2023. A number of 47 staff members were trained on antifraud representing 23.15% of all staff. A number of 38 staff members were trained on ethics representing 18.71% of all staff. In addition, 10 newcomers were trained on Ethics during induction sessions representing 5% of all staff. This number was added to the final number of staff trained on ethics. The average is at 23.4%.	
% of annual declaration of interests (DoI) submitted by staff members	at least 90%
Partly achieved Staff members are supposed to annually update the declaration of interests. 176 staff members representing 86.7 % of all staff have submitted the annual declaration in 2023.	
Added value to EU Citizens	
This service enables to maintain the integrity of the decision making of the Agency and the credibility of the Agency's work (especially in the area of regulatory tasks) and to protect the Agency's reputation and its staff from malicious accusations.	

Management, control and support of ERA portfolio of projects and services (ERA1225)	
Indicator	Target
Projects at risk of not achieving SPD outputs identified, causes analysed, mitigation measures proposed and implemented by the PM/SM, PO/SO	100% of mitigation measures proposed and implemented for projects at risk by the PM/SM, PO/SO
Achieved The ERA portfolio dashboard and the monthly notes on projects and services at risk were issued by the Portfolio Management and provided to the Management Team on a monthly basis, and made available to ERA staff. The portfolio management will be further streamlined and optimised to respond to the main areas of risk in the delivery of the Agency's tasks, while reducing any administrative burden and making best use of automation.	
Communication of SPD outputs for which risks cannot be mitigated within Agency's control	90% of project outputs that will not be fully achieved communicated to the Management team
Achieved The ERA portfolio dashboard and the monthly notes on projects and services at risk were issued by the Portfolio Management and provided to the Management Team on a monthly basis. This was further linked to the Agency's risk register.	
Monthly reports for Agency's projects and services	95% collected
Partly achieved In 2023, the Agency reached an average of 93% reports collected. This is stable compared to 2022, close to the target. The calculation of the average is based on 10 reporting exercises (July and December reporting are not performed, December being replaced by CAAR exercise).	
Added value to EU Citizens	
The added value for citizens is ERA having an accurate view on the portfolio management decisions, which in turn have a direct impact on the proper delivery of the Agency's work programme.	

Interoperable data (ERA1227)	
Indicator	Target
Timely management of RINF user support requests	90%
Partly achieved 58.75% of support requests have been closed in 2023.	

Interoperable data (ERA1227)	
Linked data programme update and continuous implementation towards a data-centric organisation	Controlled vocabularies cover at least a part of authorisations' related data.

Partly achieved

For VA, all legally related classes and properties were defined in a first draft in TopBraid tool. Given the re-prioritisation of EVR in Q4 2023, this draft was extended with some classes and properties for vehicle registration and refined by the contractor.

Linked data programme implementation towards a data-centric organisation.	Define the Agency's data architecture and relevant processes of its governance.

Achieved

One of the outcomes of the NTT contract (FWC ESMA 2018 02 -1) was to establish the as-is ERA architecture and relevant processes of its governance. Interoperable Data and Register Teams worked to support the development of this deliverable. Deliverables presented to IAS Audit.

Migration plan for the individual registers to a linked data approach, including the standardization of terminology through the ERA terminology	Draft migration plan prepared

Achieved

The draft migration plan has been prepared as planned in MS Project.

Linked data programme implementation towards a data-centric organisation.	Progress data-centricity and user-centricity

Achieved

The Programme and the Registers migration to the Knowledge Graph (KG) is the most tangible evidence of work regarding progress towards data centricity last year. The KG is developed together with a semantic data model (work in progress) which can allow connections between data entities to create a network of interconnected data. Also, the queries functionality enables users to query and analyse data within the KG, based on their (business or other) needs. In parallel, monitoring and refining the KG based on user feedback, evolving business requirements, and technological advancements. Regularly update the data model, ontologies, and data integration processes to ensure that the KG remains aligned with organizational objectives. In addition to these, the as-is ERA architecture and processes of its governance were defined.

Added value to EU Citizens

This project aims at bringing value to the Agency's data collection not only to the railway sector organisations but also to all EU citizens. We want to increase their value, and this will come as a product of the transformation of the digital assets following the FAIR principles: Findability, Accessibility, Interoperability and Reuse. In other words, we want to tackle the availability of high-value datasets, which is the key to the development of new services. The Agency inaugurated this new way of working by offering the Route Compatibility Check as an assistive tool for experts in the domain.

Internal communication lifecycle (ERA1228)	
Indicator	Target
Actions based on survey results	100% of the top 20% ranked according to impacts

Achieved

In 2023, the Agency facilitated better communication between ERA management and staff through engaging General Assemblies. It also developed closer links various core services across the Agency to ensure the clearest and most up-to-date information to staff.

Evaluation survey	One survey per year

Not achieved

No specific survey was organised on internal communication in 2023 so as to avoid survey fatigue. The project relied on Better Together actions and implemented the relevant one on internal communication.

Internal communication lifecycle (ERA1228)	
Added value to EU Citizens	
The service is providing an invaluable contribution to improving the organisational culture at the Agency, especially at times of transition from a technical agency to a European authority. Staff engagement and a positive organisational culture are key factors in presenting the Agency to the outside world as a strong and unified organisation that speaks with one voice. Organisational change is a lengthy process, but with effective, transparent, and reliable internal communication, the internal cohesion will be strengthened, and dynamic European values will be fostered.	

DPO (Data Protection Officer) ERA1231	
Indicator	**Target**
Percentage of pieces of advice and consultation provided on time	100%
Achieved 100% of requests have been answered and processed on time in 2023.	
Added value to EU Citizens	
Ensuring data protection across the Agency provides the assurance to all EU citizens that the Agency manages its sensitive data in a very sensible manner following EU legislation in-force.	

Better together at ERA (ERA1235)	
Indicator	**Target**
Coordination meetings with change champions	4
Achieved 3 meetings with all change champions have been organised in March, June, and September to follow-up the implementation of the 11 actions identified. Additional ad-hoc meetings have been organised to follow-up on the action which had not been implemented yet.	
Remaining enabler attributes – priority work packages	(new) priority work packages defined
Achieved Several brainstorming sessions have been organised with colleagues who volunteered on the remaining 6 enablers. A total of 17 work packages have been defined as an output of those meetings and feedback from the bilateral meetings we had with managers in 2021-2022.	
Dissemination of BT priority enablers	2 information sessions on progress for staff (GA) Progress updates to EB via EB strategic calendar
Achieved Implementation of the actions related to the first six enablers have been subject to communication to all of the staff during dedicated General Assemblies. The Better Together project also provided progress reports at each EB and MB meeting through the EB Strategic Calendar.	
Remaining enabler attributes - dissemination	6 thinktank session scheduled and presented to volunteers. Results of thinktank sessions presented to staff.
Partly achieved While the thinktank sessions took place, the presentation of the new work packages was foreseen during one of the last General Assemblies of the year, but it was not possible to present them. This will be done in the first half of 2024.	
Remaining enabler attributes - development of content	Content of 6 thinktank session prepared
Achieved The content has been prepared and the thinktank sessions delivered in Q3 and Q4 2023.	
Added value to EU Citizens	
This project will enhance the Agency's working environment and culture, which should strengthen its workforce to deliver high-quality outputs. The Agency aims to address the current gender imbalance, as identified in the discharge report from the European Parliament.	

ICT service (ERA1201)	
Indicator	Target
Average yearly availability of the Necessary IT systems	93%

Overachieved

In 2023, the average yearly availability of the Necessary IT systems was 99,25%.

Average yearly availability of the Essential IT systems	95%

Overachieved

In 2023, the average yearly availability of the Essential IT systems was 99,89%.

Average yearly availability of the Critical IT systems	97%

Achieved

In 2023, the average yearly availability of the Critical IT systems was 99,74%.

ServiceDesk user satisfaction feedback "Good/Excellent" rate	>70%

Overachieved

In 2023, the % of users satisfied with the quality of ICT services in "Good/Excellent" rate was 94,11%.

Added value to EU Citizens

Proper supporting IT systems and related services are made available for supporting ERA's operations, including remote execution of the business activities.

HR service (ERA1203)	
Indicator	Target
% implementation of the establishment plan	> 98%

Achieved

In 2023, the percentage of the establishment plan implementation was 98.19 %.

ServiceDesk users' satisfaction feedback "Good/Excellent" rate	>70%

Overachieved

In 2023, the % of users satisfied with the quality in "Good/Excellent" rate was 95,61%.

% implementation of the external personnel plan (CAs and SNEs)	>98%

Partly achieved

In 2023, the implementation of the external personnel plan was reached at 90%, especially due to only 2 out of 4 SNEs posts filled at the end of 2023.

HR service (ERA1203)	
% of staff turnover	Lower or equal to 5%

Achieved

In 2023, the turnover set at 3.4%.

Added value to EU Citizens
Proper staffing ensured to allow the Agency delivering the objectives set in the SPD.

FM service (ERA1202)	
Indicator	Target
ServiceDesk users' satisfaction feedback "Very Good/ Excellent" rate	>70%

Overachieved

In 2023, the percentage of users satisfied with the quality of FM services in "Very Good/Excellent" rate was 97,17%.

Execution of evacuation exercise at the ERA HQ	At least 1 exercise per year

Achieved

The annual evacuation exercise was carried out on 04/07/2023.

Added value to EU Citizens
Facilities management services ensured to allow the Agency delivering the objectives set in the SPD supporting the stakeholders' expectations.

New ERA Building Phase 2 (ERA1207)	
Indicator	Target
Study – Phase 5: "Assistance consultation concours Maîtrise d'œuvre" and Phase 6 "Conception, mise au point et optimisation projet" (total of one year maximum)	Completion of phases 5 & 6 of the Study

Not achieved

During Q2 2023, Valenciennes Métropole has transferred the building project to the "Banque des Territoires" (BDT) which was supposed to launch the Call for the Architects after the summer break 2023. The plan was to have the "Banque des Territoires" providing ERA with the Draft Rental Lease Agreement by the end of March 2024. This draft Lease Agreement would have contained all the financial conditions needed to submit the Final Technical and Financial Dossier to the Budgetary Authority for Decision.

Following discussions between BDT, ERA and VM end of November 2023, the negotiations on the new building project will resume between VM and ERA only. On 12/12/2023, the Agency met the representatives of Valenciennes Métropole to discuss the New Building Project, confirming the state of play and the next steps. More details can be found in Annex III.

Added value to EU Citizens
Secure professional office space for current and future Agency activities. This project will enhance Agency working environment and conditions, which should strengthen its workforce to deliver high quality outputs. The new building that will be HQE (green) will help the Agency contributing to the EU Green deal, while being also aligned to Commission New Building Policy

II. Management

II.1. Management Board

The Management Board (MB) continued to follow closely strategic initiatives developed in the Executive Board, and the impact of the Fourth Railway Package tasks on the Agency's work and organisation. Highlights in 2023 include:

- Renewing the term of office of two members and one alternate in the Board of Appeal

- Adoption of the updated Rules of Procedures for the Executive Board and the Management Board

- Adoption of the model decision on working time and hybrid working

- Appointment of an Alternate in the Executive Board

- Decision on the recovery of cost of the Agency's assistance in the form of trainings and other appropriate activities

The Management Board has as of yet not agreed to a linguistic regime for the Agency.

The Management Board met 3 times in 2023 and was assisted by the Executive Board (EB), in particular through the preparation of the decisions to be adopted and by ensuring an adequate follow-up to the findings and recommendations after investigations and internal/external audits. The Executive Board also supported and advised the Executive Director on the implementation of the Management Board decisions, with a view to reinforcing supervision of administrative and budgetary management. The updated Rules of Procedures of the EB and MB helped streamlining the decision process for decisions which had been carefully reviewed by the EB and would not necessitate a discussion during the MB. The MB also received a training on IT tools used by the Agency.

In 2023, the Executive Board met 5 times and supported the Management Board in preparing all of its decisions through careful reviews and engagement with the Agency. Among others, the EB monitored the efforts of the Agency to cope with resource pressures, the follow-up of the Internal Audit Service recommendations and of the Court of Auditor's observations. Together with the Management Board, the Executive Board ensured adequate follow-up to the findings and recommendations stemming from the various internal or external audit reports and evaluations, including by means of appropriate actions taken by the Executive Director.

The Agency's Management has, beside the Management Board meetings and Executive Board meetings, regular meetings with the Chair, the Vice-Chair of the Management Board, and the Vice-Chair of the Executive Board. As in previous years, an MB workshop was organised in June 2023 in order to start the preparation of the Single Programming Document 2025-2027.

A summary of the Management Board decisions in 2023 is provided below:

- **62nd meeting – 21 March 2023**

  - DECISION n°316 of the Management Board of the European Union Agency for Railways renewing the term of office of two members and one alternate in the Board of Appeal
  - DECISION n° 317 of the Management Board of the European Union Agency for Railways on delegating powers to the Executive Director to adopt non-substantial amendments to the Single Programming Document and repealing Decision n° 289
  - DECISION n°318 of the Management Board of the European Union Agency for Railways establishing the Rules of Procedure of the Management Board and repealing Decision n°231
  - DECISION n°319 of the Management Board of the European Union Agency for Railways establishing the Rules of Procedure of the Executive Board and repealing Decision n° 157

- DECISION n°320 of the Management Board of the European Union Agency for Railways adopting the ERA Communication and Dissemination Plan for 2023

■ **63rd meeting – 27 June 2023**

- DECISION n°323 of the Management Board of the European Union Agency for Railways adopting an Opinion on the Annual Accounts 2022
- DECISION n°324 of the Management Board of the European Union Agency for Railways adopting the Consolidated Annual Activity Report for 2022
- DECISION n°325 of the Management Board of the European Union Agency for Railways amending the Single Programming Document 2023 #1
- DECISION n° 329 of the Management Board of the European Union Agency for Railways on the election of its Deputy Chairperson

■ **64th meeting – 14 November 2023**

- DECISION n° 332 of the Management Board of the European Union Agency for Railways further amending Decision n° 311 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2023
- DECISION n° 333 of the Management Board of the European Union Agency for Railways adopting the ERA Multi-annual Communication and Dissemination Plan for 2024-2028
- DECISION n° 334 of the Management Board of the European Union Agency for Railways on working time and hybrid working
- DECISION n° 335 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2024
- DECISION n° 336 of the Management Board of the European Union Agency for Railways adopting the Single Programming Document 2024-2026
- DECISION n° 337 of the Management Board of the European Union Agency for Railways adopting the Statement of Estimates 2025 and the draft Establishment Plan 2025, and endorsing the Single Programming Document 2025-2027 DECISION n°313 of the Management Board of the European Union Agency for Railways adopting the Statement of Estimates 2024 and the Establishment Plan 2024, and endorsing the Single Programming Document 2024-2026
- DECISION n° 338 of the Management Board of the European Union Agency for Railways on the recovery of cost of the Agency's assistance in the form of trainings and other appropriate activities and repealing Decisions, n° 189, n° 213, n°245, and n°321
- DECISION n° 339 of the Management Board of the European Union Agency for Railways updating the Terms of Reference of the Fourth Railway Package Steering Group
- DECISION n° 340 of the Management Board of the European Union Agency for Railways appointing an Alternate for the Executive Board

In addition, the Management Board adopted by written procedure:

- DECISION n°321 of the Management Board of the European Union Agency for Railways, making an additional further amendment to the annex of MB Decision n° 245, and MB Decision n° 189
- DECISION n°322 of the Management Board of the European Union Agency for Railways amending Decision n°258 and repealing Decision n°315
- DECISION n°326 of the Management Board of the European Union Agency on the amendment of the Annex to the MB Decision n°203 on types of posts and post titles
- DECISION n°327 of the Management Board of the European Union Agency for Railways amending the budget 2023 (amendment n°1)

- DECISION n° 328 of the Management Board of the European Union Agency for Railways amending the Single Programming Document 2023 (amendment n°2)
- DECISION n° 330 of the Management Board of the European Union Agency for Railways amending the Single Programming Document 2023 (amendment n°3)
- DECISION n° 331 of the Management Board of the European Union Agency for Railways on reimbursements, repealing Decisions n° 22, n° 69, n° 185, n° 187 and n°212 and amending Decision n°318
- DECISION n° 341 of the Management Board of the European Union Agency for Railways amending the budget 2023 (amendment n°2)

It has to be noted that Decision n°314[4], for which the process started in 2022 was eventually signed in 2023.

II.2. Major developments

On Feb. 28, 2023, a passenger train collided with a freight train on a line linking Athens with Thessaloniki. 57 people were killed in this tragic accident, and 85 were injured. This catastrophic accident also impacted the work of the Agency, as it carried out a special report following the official request from the European Commission, as per article 35.5 of the Agency regulation. Further support to Greece was also carried out in 2023 through a contribution agreement with DG REFORM, on the implementation status of ERTMS in Greece.

2023 also saw increasing numbers in the Fees and Charges activities of the Agency. Indeed, it delivered 15% more Single Safety Certification compared with 2022. The numbers of vehicles authorised increased by 24% and 10 ERTMS Trackside Approvals were delivered in 2023 compared with 2 in 2022. The milestone of 50,000 vehicles authorised since the start of the Authority Tasks was reached in the first semester of 2023. Such a milestones demonstrates the increasing demand from the sector from the sector, which is always met with high-quality deliverables.

Furthermore, in 2023, the TSI revision package was adopted. The completion of this work not only finally concludes several years of work, but also will continue to influence the Agency work in the near future, especially when it comes to disseminating the changes and requirements.

2023 was also the second year the Agency fully implemented the intervention logic, thanks to an outcome-based structure of its work programme. Indeed, 9 strategic statements were identified and have been designed by the impact the Agency strive to have on society. The application of the intervention logic in its work programme ensures that all activities and outputs support a thought through long-term goal.

The Strengthening Action Plan went through its first year of implementation in 2023 and was quite successful. Indeed, a task force was set up by the Agency to monitor its implementation. In addition, the Executive Board nominated a rapporteur to monitor and support the Agency in this area.

The Agency continued to develop and strengthen its tools to improve its monitoring of the SPD implementation. New internal reports maximised the used of internal data to assess the output delivery, the resource spending, and budget implementation status every month. The Agency also developed an SAP dashboard through PowerBI. These initiatives cut red tape and provide transparent data to both the management and the Agency's staff.

The Agency continued to work with the financial tool (SUMMA) as one of the 3 pilot EU Agencies and has made best endeavours to cope with this challenge, while ensuring business continuity, together with legality and regularity of its transactions.

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[4] https://www.era.europa.eu/content/decision-ndeg-314-management-board-european-union-agency-railways-making-further-amendment

II.3. Budgetary and financial management

II.3.1. Revenues

The initially approved ERA budget was comprised of:

- *The EU subsidy for € 27 418 274 (including assigned revue for € 69 639)*

- *The EFTA contribution for € 801 315*

- *The contribution from Switzerland of € 10 000 as a fee for the use of OSS*

- *An amount of own revenues from fees and charges estimated for € 9 670 598.*

The Agency requested two amending budgets for T4 during the year: The first amendment was an increase to 10,859,649 € and he second amendment was a slight decrease to 10 302 858 €.

In addition, the Agency received in 2023 IAR 2/2 (2023 C4) fund source assigned revenues" for an amount of € 195 154,13 coming from different sources:

- E.2040: € 1 691,96 received from EIFFAGE relating to payment of undue invoices for which a credit note had been received after their payment;

- E.2410: € 900 received from staff for the recovery of private mobile phone expenses;

- E.3110: € 14 650,12 relating to payment of undue invoices for which a credit note had been received after their payment (amount cashed in 2023 but recovery order issued end of 2022);

- E.3099: € 177 912,05 interests received on his main ING bank account.

From its fees and charges related activities, the Agency invoiced a total amount of € 11 397 869 in 2023, out of which € 10 065 846 was cashed in the same year. In addition, the outstanding amount of € 932 951 relating to recovery orders issued in 2022 was also cashed in 2023, bringing the total cashed amount for 2023 to € 10 998 797.

In the course of 2023, the Agency has also received from the EC several contributions for a total amount of € 944 006. This amount relates to the following delegation agreements:

- € 250 000: ERTMS Greece

- € 395 250: SERA Munich – Verona

- € 225 410: final instalment for the System Pillar Agreement

- € 73 346: final instalment for the EUMEDRAIL project.

The table below provides an overview of the revenue planned and received in 2023.

Revenue	Initial adopted budget	Amending budget	Actual revenues
EU subsidy	27 418 274	27 418 274	27 418 274
Fee income estimated	9 670 598	10 312 858	10 998 797([5])
Contribution from third countries (EEA/EFTA)	801 315	801 315	801 315
TOTAL	**37 890 187**	**38 532 447**	**39 218 386**
EUMEDRAIL			73 346
SYSTEM PILLAR		225 410	225 410
SERA MUNICH-VERONA			395 250
ERTMS GREECE		250 000	250 000
Miscellaneous revenue			195 154
TOTAL external funding	**0**	**475 410**	**1 139 160**
GRANDTOTAL	**37 890 187**	**39 007 857**	**40 357 546**

II.3.2. Expenditure and financial KPIs

VOBU[6] 2023 (2023 C1) appropriations

The level of execution of the total commitment appropriations VOBU 2023 reached 99.93% of the appropriations. The level of execution per Title is as following:

T1: 100%

T2: 100%

T3: 99.38%

With regard to the execution of payment appropriations VOBU 2023, the Agency used 95.79% of the appropriations. The level of execution per Title is as following:

T1: 98.80%

T2: 86.12%

T3: 81.06%

VOBU 2022 (2023 C8) appropriations

Payment execution of VOBU 2022 appropriations reached 94.30% of the total amount of € 1 342 331 carried over from which € 76 465 were cancelled.

The Agency has recorded a positive trend in the commitment and payment levels over the last years, as shown in the next figure:

([5]) * actually cashed in 2023
([6]) Voted budget, EU contribution
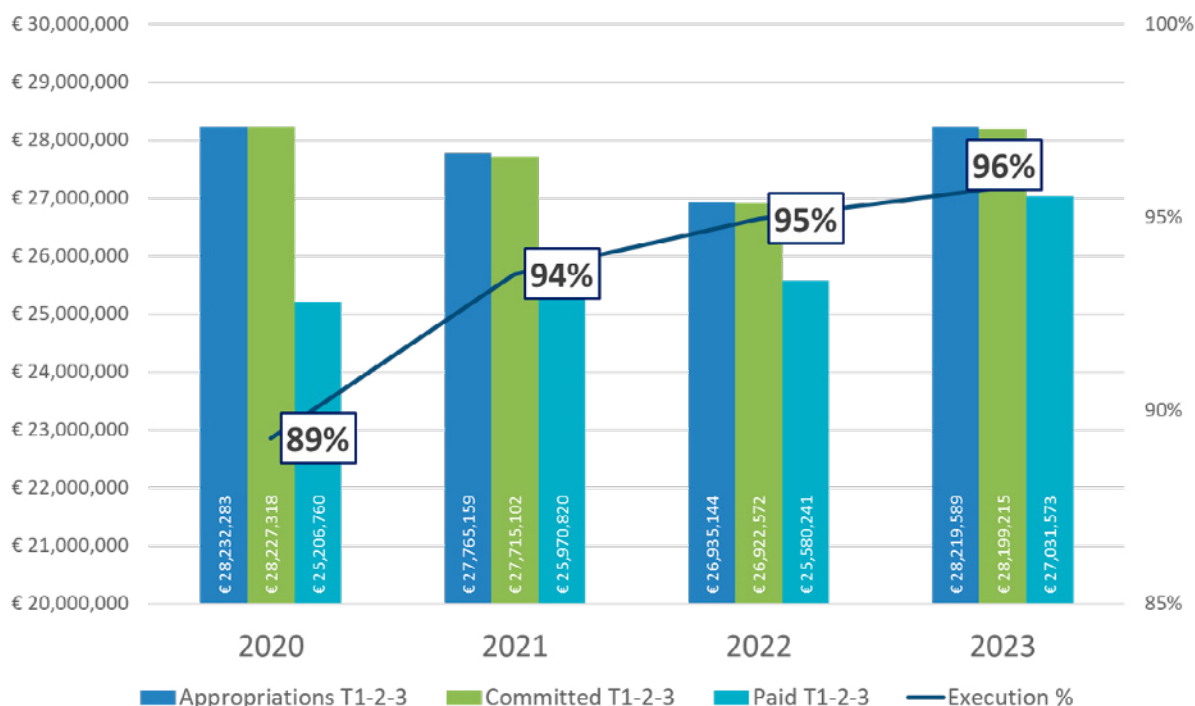
The budget execution strengthening actions implemented started in 2021 and continued in 2022 & 2023 have had a clear impact, ensuring the achievement of all KPIs set for the 2023 budget execution as demonstrated above.

II.3.3. Budget transfers

The Agency referred to the provisions of the ERA Financial Regulation for implementing budget transfers during the year in order to make optimal and sound use of its available resources.

VOBU2022	Initial adopted budget	Amending budgets	Transfers between titles	Final adopted budget	Internal assigned revenue	Total appropriations available
Title 1	23 473 646		-635 599	22 838 047	422	22 838 469
Title 2	2 096 800			2 096 800	8 880	2 105 680
Title 3	2 649 143		635 599	3 284 742	173 075	3 457 817
TOTAL	**28 219 589**	**0**	**0**	**28 219 589**	**182 377**	**28 401 966**

The Management Board has been regularly informed on all transfers approved by the Executive Director (within titles or between titles, but below the 10% threshold), with a clear indicator of the amounts and of the justification related to the business need.

II.3.4. Internal control of budget implementation

The Agency is using the internal control framework (ICF) as the minimum standards to develop internal controls. The objective is to develop controls tailor made to the risk environment.

The main impact on the budget implementation of year 2023 continued to be linked to external factors such as the volatile geopolitical context and the energy crisis, resulting indirectly in unpredictable increase of Agency's costs; unforeseen adjustments of salary costs +5.1% but also on the other relevant budget items (i.e. building related costs, other

support and operational costs) which are also likely to weigh heavily on the Agency's budget on years to come. The Agency had to absorb the impact of an increase of the establishment plan by 12 TAs not accompanied by a corresponding subsidy allocation in a context where it is already operating under budget constraints. On the fees and charges side, while increasing, the level remains inherently uncertain and is also dependent on the macroeconomic environment.

The Agency maintained strong measures to control its expenditure. A regular monitoring process of the budget execution is in place with the purpose of achieving the expenditure targets, as well as for making any possible redeployments to cover the identified gaps. Planning and monitoring tools are in place to automatise the process. The Agency was able to achieve its targets in the implementation of the commitments and payments rates, while covering the salary gap linked to the extraordinary indexation, without the need for resorting to additional subsidy requests.

The Agency has started the implementation of the Strengthening Action Plan 2023-2027, which is aimed at ensuring the right level of resources for addressing the policy priority areas, while generating efficiency gains across Agency's processes. The work is organised via several workstreams including a specific area related to budget implementation. The measures taken in this respect has led to the revision of the budgetary procedural framework, finalisation of the first version of the Financial manual, strong controls to ensure the achievement of the budgetary targets for 2023.

The Agency continued to implement the new IT corporate financial system (SUMMA) (since 2022), and worked on integrating it into the overall financial processes. The Agency has been a pilot in implementing the system and sustained also in 2022 inherent technical difficulties in deploying SUMMA (i.e. managing the authorisations granted to the users of the system, re-assignments of open commitments from previous budgetary year, technical limitations of SUMMA tool to embed automatic controls). The Agency proactively implemented controls within its remit of responsibility and maintained active cooperation with EC (which is the owner of tool) for solving structural issues. The Agency has updated its financial circuits and the ex-ante and ex-post checks strategy considering the changes introduced by SUMMA.

II.4. Delegation of the powers and deputising arrangements for budget implementation to Agency's staff

The system of delegation powers has been codified in the Financial Manual and internal rules. As Authorising Officer (AO) of the Agency, the Executive Director (ED) grants financial delegations to the Authorising Officers by Delegations (AOD) in line with the importance of decisions to be taken and risks involved. In practice, the Executive Director delegates his powers of AO to the Head of Units/Head of Department, based on the areas of activities of each unit. Each AOD has been delegated the budget lines linked to the expenditure of their area of activity (i.e. at the level of projects and/or services) with no defined ceilings on the budget lines. The other financial actors involved in the implementation of the budget (ie. Initiating agent-IA, verifying agents-VA) are also formally nominated by the AO. The delegations/nominations have a duration of one year corresponding to the calendar year. There are no sub-delegations.

In order to receive AOD powers, the staff members must have acquired sufficient knowledge of financial management in particular expenditure life cycle and comply with the Charter of the Authorising Officer by delegation. Considering the changes in the IT tool designed to validate financial transactions (SUMMA), a specific type of technical training for SUMMA users (separated for AOD and IA/VA) is also delivered. Additional information sessions on SUMMA capabilities are implemented continuously to keep at the pace with the multiple changes to the SUMMA tool.

As soon as the delegation of powers has been approved, the AOD puts in place the operational structure to implement the budget. The AOD reports regularly to the AO on the

implementation of the operations of which powers have been delegated to him/her. The delegation arrangements may be updated depending on the organisational/staff changes affecting the funded programme, fund center and the budget line. In 2023 this exercise has been performed at the end of the year in order to enable smooth transition to the new budget structure.

In order to ensure the continuity of operations during the holiday and absence periods, the principle of deputising arrangements is implemented. It consists of giving, for a determined period, the delegation to a 'deputy' who replaces the AO or the AOD; the 'deputy' receives an ad-hoc access to visa relevant transactions on paper as well as in the computerised management tool (SUMMA); the 'deputy' must already be empowered as AOD for the financial year. The staff member receiving the delegation signs on behalf of the AOD/AO who is absent/unavailable. A strict planning has been put in place to match the deputising arrangements. The process is digitalised and the active deputizations are displayed as a calendar view on the Agency's SharePoint.

Controls are carried out periodically to ensure that the access rights granted in the IT tool for managing financial transactions are in line with the delegations and responsibilities entrusted by the AO. While some weaknesses have been detected due in particular to the novelty of the IT tool, corrective measures have been implemented. The outcome of this control provides reasonable assurance that the access rights in SUMMA are in line with the delegations entrusted to staff for AOD and for the other financial actors.

II.5. Human Resources Management

In the area of modernising HR the most important developments in 2023 include:

- Following on the development of a simplified competency framework, HR focussed on reviewing and identifying the different roles perfom next to the Staff members' standard tasks; this activity is important in the matrix organisation in order to identify and deploy the relevant competencies and skills based on the service needs;

- Implementation of the EC HR management system (System du Personnel – Sysper II): further modules were deployed in 2023:
    - STAGE module for probation report;
    - 65+ module for request for career extension beyond pensionable age;
    - RES module for request for staff resignation;
- ERA deployed the MiPS application (EC solution for staff missions and authorised travel).

HR implementing rules/policies/procedures

The Management Team adopted in March the EUAN charter on Diversity and inclusion.

The Management Board adopted in June the amendment of the Annex to the MB Decision n°203 on types of posts and post titles (MB Decision n°326).

The Management Team adopted in October the guidelines on dealing with professional inadequacy and underperformance of Temporary Agents and Contract Agents in the decentralised Agencies and Joint Undertakings.

The Decision on Working Time and Hybrid Working was adopted by the Management Board in November (MB Decision n°334) and the corresponding guidelines for implementing this decision were adopted by the Executive Director in December (ED Decision n°2237/2023).

HR activities

In order to meet the vacancy rate target (less than 5%), the Agency launched several selection procedures from which 23 laureates were engaged.

The Learning and Development plan 2023 was adopted by the Management Team in early January for a total amount of 150.000 €.

HR contributed to the Better Together project. One of the actions conducted by HR (including 2 workshops with all staff members) led to proposals for the Management Team to lean the reclassification exercise.

In 2023, ERA selected and sent one new confidential counsellor to the dedicated training. the confidential counsellors made a presentation on "sexual and psychological harassment" during a General Assembly.

HR prepared in cooperation with the Staff Committee the Staff Engagement survey which was launched in October.

HR contributed to the HR strategy action points and is part of the Steering Committee which is monitoring its implementation.

HR contributed to the Strengthening Action plan by releasing one FTE who was reallocated to Operational tasks. However, this cut in the HR team required a reallocation of tasks which triggered an increased workload for most of the team members.

One ERA HR officer was involved in the work of the EU Network of Agencies; she was:

- *Chair of the Inter-Agency working group drafting the guidelines on dealing with professional inadequacy and underperformance of Temporary Agents and Contract Agents in the decentralised Agencies and Joint Undertakings;*

- *Member of the Task Force drafting the guidelines on Inter-Agency mobility for Temporary Agents;*

- *Member of the Task Force drafting the guidelines on anti-harassment policy.*

Benchmarking exercise

Article 29(3) of the Agency Financial Regulation sets out the obligation for the Agency to carry out an annual benchmarking exercise, and more specifically a job screening focusing on the efficiency of internal resources. The purpose of the job screening is:

- *To identify any scope for reducing staffing levels in administrative support and coordination functions, and*

- *To facilitate the reallocation of resources from overhead to operational frontline activities.*

In 2023 the Agency took the same approach as in 2022, based on the allocation of FTE on projects and services. The Agency is making constant efforts to increase the direct utilisation of its human resources and the proportion of staff allocated to Operational activities. The detailed table can be found in Annex V.3.

II.6. Strategy for efficiency gains

The Agency is committed to continuously improving its functioning, streamlining its processes, optimising the engagement of its staff, and allowing for the reallocation of resources to the most important priorities. In 2022, the Strengthening Plan was prepared and endorsed by the Management Board. The purpose of the Strengthening Plan is to make the strongest possible case in order to strengthen the Agency with resources matching the level of ambition necessary for achieving the important EC policy objectives for rail, in

an effective and efficient manner, and benefit from high levels of ambition and efficiency within ERA's structure and methods.

With the document serving as a basis for the internal EC budget negotiations in 2022, the Agency received a proposed increase of 12 TAs in 2022. While the additional TA allocation is lower compared to the request from the Strengthening Plan (12 TAs proposed out of the 22 TAs requested), it can offer a good basis for the Agency to proceed with the implementation of the Strengthening Plan.

Following the adoption of the aforementioned plan, the Agency prepared the Strengthening Action Plan (SAP) 2023-2027, which details the actions that will be carried out within the next five years to strengthen the Agency's efficiency. The following priorities were identified:

a) Drive an optimal resourcing of the following policy priority areas, matched by proportional outputs and outcomes, including efficiency gains:

- NSA and Nobo monitoring
- ERTMS and radio communication evolution
- TSI related work
- Clean-up of national rules
- CSM ASLP
- Digitalisation of the Agency's registers

b) Maintain proper resourcing and further efficiency gains for the authority tasks,

c) Ensure a reduction in the Agency's administrative FTE allocation while maintaining regularity and legality. This will be possible thanks no but not limited to:

- A workload analysis
- The Leaning of processes
- A training programme to facilitate the transition and provide the required technical skills to staff moving from administrative tasks to operational ones

d) Ensure the overall projected FTE evolution by 2027

e) Ensure effective and efficient budget management (planning and execution), appropriate risk management

In order to ensure active involvement from all units across the agency and to monitor the implementation of the SAP, an internal task force has been set up in 2023. This task force ensures optimal communication across the Agency on the SAP and its milestones, as well as the implementation of key milestones. Finally, the Strengthening Action Plan has been added to the Strategic Calendar of the Executive Board of the Agency. A rapporteur was appointed in 2023 to support, guide, and monitor the implementation throughout 2023-2027.

In addition to the delivery of the outputs recorded in Section I, the Agency planned for the contracting of the leaning of all its processes and worked on the leaning of a few processes to be used as examples by the contractors in 2024. It also finalised a financial manual to improve internal procedures and set up a SUMMA internal helpdesk. The Agency also ensured in its planning that the target on administrative FTEs would be met.

II.7. Assessment of audit and ex-post evaluation results during the reporting year

II.7.1. Internal Audit Service (IAS)

Two audit engagements have been performed by IAS in 2023:

- *Audit on IT governance -preliminary survey (July 2023) and fieldwork (September 2023); final audit report estimated to be issued in January 2024*

■ *Audit on the 4th Railway Package implementation Preliminary survey (December 2023); fieldwork estimated for March 2024*

The Agency has implemented all outstanding audit recommendations stemming from the previous audits, in particular four very important recommendations and one important recommendation open from the 2019 Audit on Information management and Information security:

Very important recommendations:

■ Data governance framework (defining data management strategy, architecture, governance, framework for data and security policies) – . IAS has already reviewed and closed the recommendation.

■ Data interoperability and quality (common taxonomy/consistency checks between registers, automated controls on data collection)

■ Data and IT security (security plans for IT systems, review access right to IT systems)

■ IT continuity and physical security (developing failover and disaster recovery plan for IT systems managed by the Agency)

All three open recommendations are under review by IAS in order to assess the effectiveness of the actions taken.

Important recommendation:

■ Data and IT operations (review IT incident management procedure & enhance monitoring of contracts signed with cloud providers)

IAS has already reviewed and closed this recommendation.

IAS has reviewed and closed all three important recommendations from the 2021 Audit on Strategic planning, budgeting and monitoring reported as implemented by the Agency in 2022.

II.7.2. Internal Audit Capability (IAC) (where applicable)

N.a.

II.7.3. European Court of Auditors (ECA)

During 2023, the following milestones can be noted:

(1) In May 2023, the final discharge for 2021 was issued by the EP, following the ECA opinions:

Opinion on the reliability of the accounts

In the Court's opinion, the accounts of the Agency for the year ended 31 December 2022 present fairly, in all material respects, the financial position of the Agency at 31 December 2022, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

Opinion on the legality and the regularity of the transactions underlying the accounts

In the Court's opinion, the transactions underlying the annual accounts of the Agency for the financial year which ended 31 December 2021, are legal and regular in all material respects.

(2) In September 2023, the ECA positive opinion was issued for the financial year 2022, while highlighting the following areas of attention:

- *inadequate risk management and control strategy for implementing SUMMA*

- *absence of rules for classifying and protecting sensitive information*

- *weaknesses in the use of formal signature system* and

- *non-compliance with the legal deadlines for issuing invoices and with the legal time limits for payments*

The Agency has already implemented measures to address all observations. The effectiveness of these measures shall be assessed by ECA and followed-up in the 2023 Audit Report on the Annual Accounts (i.e report estimated to be issued in September 2024).

The outstanding observation **related to the improvement of controls for the SME status of applicants for the SSCs and VAs applications before granting them potential favourable conditions for payment of fees** stemming from 2019 Audit Report on the Annual Accounts is in progress of being implemented.

(3) In November 2023, ECA organised the first audit mission for the financial year 2023

The European Court of Auditors final report on the annual accounts of the European Union Agency for Railways for the financial year 2023 is not available yet.

II.8.a. Follow up of recommendations and action plans for audits and evaluation

As regards the follow-up of IAS outstanding recommendations from previous years, please see the details under section II.7.1.

As regards the follow-up of ECA outstanding recommendations from previous years, please see the details under section II.7.3.

II.8.b. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)

NA

II.9. Follow-up of observations from the discharge authority

In May 2023, the European Parliament granted the discharge to the Agency for the financial year 2021 and approved the formal closure of the Agency's annual accounts. The Agency has taken the following measures to reply to European Parliament observations included in the resolutions for the discharge, as follows:

- develop efficiency strategies (ie. Strengthening Plan 2023-2027 adopted in 2022 and included in the SPD) to ensure proper resourcing for policy priorities areas and authority tasks while reducing the allocation level for administrative/support tasks. The Agency has already implemented various efficiency measures in 2021, including:

- very high degree of digitalisation, eliminating paper-processes and bringing forward online solutions, such as: *e-procurement; e-invoicing; Electronic travel booking;*
- continuous cooperation with the EUAN network (best practices and lessons learnt, shared services), as well as the EC (DG DIGIT, DG BUDGET): implementation of digital EU tools and software, ongoing discussion to potentially reuse and adapt the aviation safety information sharing platform "ECCAIRS2" for the railway ISS, subject to a separate budget request) to increase its efficiency.

■ accelerate efforts to implement measures addressing the gender audit recommendations/findings by prioritising these measures in the HR strategy 2023-2027, organising speed networking event that allows women interested in working for ERA and/or railways to exchange with female staff members from the Agency (nota bene the initiative was awarded with a certificate of excellence by the EUAN Diversity workgroup) organising an external webinar focusing on Diversity and Inclusion at ERA to celebrate International Women's Day. The HR strategy is also implementing measures to improve not only the gender balance among internal staff managerial and non-managerial, but also addressing disability and geographical criteria.

■ while acknowledging the legal constraints for its staff members to be affiliated to the French national health system, thus leading to difficulties in accessing the French health services, the Agency is following closely the efforts of other French based decentralised bodies to explore the possibility of an agreement between PMO and the French social security system in the future.

■ continue awareness measures on harassment prevention.

■ consider measures, as part of the interoperable data and registers projects, which could contribute to improving the quality of services for rail transport by launching with the EC an overhaul of the Agency's registers and telematics standards to modernise them and to give greater transparency and availability of data that should allow Railway Operators to consider new services and to pilot the introduction of systems that will support cross border operations.

■ stepping up efforts to introduce technical measures to make the information on SMEs clearly visible to the applicants in the One stop shop. A dedicated change request was prepared and shared with the contractor. The implementation in the IT system is pending.

■ Implementation of several measures to reduce the cost of operations in Lille (i.e. The Agency has ended the current lease contract for Lille premises. And will only organise meetings in exceptional circumstances in order to comply with the European Council decision on the double seat 'Lille-Valenciennes').

■ Continue the implementation of transparency measures in the area of ethics (ie. publication of the CVs and declarations of interests of all its middle and senior managerial staff as well as all Management Board members; the declarations are updated annually). The Agency considers that its internal system to manage interactions with lobbyists/interests representatives is adequate. In parallel, the Agency maintained the regular trainings on Ethics and Antifraud. The level of participation remains significant (ie. 21,67 % of staff attended the training on antifraud and 17.7 % of staff attended the training on ethics in 2023).

■ Report on the closure of OLAF investigation opened in 2021.

■ Continue the implementation of remaining IAS recommendations stemming from the IAS audit IT Security and Data Management; It should be noted that by end 2023 all IAS recommendations stemming from this audit have been implemented by the Agency. Three of them are under review by IAS to assess effectiveness in view of closure.

■ start to document its annual assessment on the functioning of the internal control framework (ICF) at the level of principle and component and will report on the

results in the CAAR 2023. Included in the SPD 2023 a dedicated environmental strategy (see section II.10 of this report). This is in line with the Green Deal priorities and the current economic context (i.e. energy crisis).

- continue the implementation of digitalisation and 'green' measures both in terms of operations (ie. introduction of the Qualified Electronic Signature for decision making staff in 2023 and continue to use the Foxit eSign solution for other staff, moved the Stakeholder Relationship Management tool and SharePoint to the cloud, rolled out the Human Resource Management information system of the European Commission (SYSPER) and worked intensively to implement the new corporate IT financial tool -SUMMA, implemented green public procurement) and building (ie. seeking EMAS certification for the new building as well as discussing with the owner of the current lease building about the implementation of possible measures to save and produce energy). Through SPD 2023-2025, the Agency will continue to further digitise its workflows and to increase their efficiency as per the Strengthening Action Plan. The Agency is reporting on its environmental achievements in the CAAR.

- increase its IT security perimeter thanks to the additional budget received in 2021, finalise the information assets inventory, develop rules for protection sensitive information, implement internal trainings on IT security (on a continuous basis) and increase cooperation with ENISA on cybersecurity. However, the Agency would like to note that no additional funds are given to implement/support the upcoming cybersecurity regulation, which will pose a clear resource challenge for the implementation.

- Strengthened its communication adapted to the Covid-19 context. It continued to organise a large number of webinars on various topic (9 in 2021). It has developed communication outputs (publications, videos, multimedia content) explaining Agency's' activities. On social networks, the Agency gained 26,8% of followers in 2021. The Agency has been extending the media contacts and creates cooperation opportunities with trade and general media – national media and Brussels-based press organisations. There has been an increase of 14% in media coverage in 2021 compared to 2020.

In the meantime, at the date of the drafting of the current report, the Agency also received a positive discharge for the year 2022. However, this will be included in CAAR 2024.

II.10. Environment management

The revised SPD guidelines require Agencies to compile and formalise their Environment management policy. In this document, ERA summarised its commitment to higher policy goals, the measures already in place, as well as the potential future environment management initiatives and actions, taking in consideration the responsibilities of the Agency as a public administration body, while keeping in mind the impact of environmental initiatives on the Agency's limited human and financial resources. Despite these limitations, the Agency is a socially and environmentally responsible organisation which pursues, whenever possible, the adoption and related implementation of environmental measures and initiatives that can be achieved with the available means.

The Environment management annex (strategy) was published as part of the Agency's SPD 2023-2025 in November 2022 with the same time horizon as the SPD.

A total of 13 actions have been implemented in 2023, ranging from energy consumption reduction to awareness campaign on recycling and the provision of recyclable packaging in the criteria of the catering contract. The Agency also set up the ERA Environment volunteering group, which drives the implementation of the actions and the identification of additional ones. For the detailed list of implemented actions in 2023, please refer to Annex X.

II.11. Assessment by management

II.11.1. Implementation of the projects and services (budget, FTEs)

The management is monitoring on a monthly basis the execution of the budget via focused budget review meetings. The objective is to maintain a rigorous budget and liquidity management to counter the high uncertainty on fees and charges, as well as the budget constraints from the subsidy side, especially in the context of very high indexation and inflation levels. Those monthly monitoring meeting are prepared by collecting the implementation forecast from the AODs. Based on the implementation forecasts consolidated, corrective actions (transfer of appropriations, decommitment or further monitoring) are decided by the management team.

The Agency is managing an automated dashboard alerting the management when the budget indicators show that the achievement of targets are at risk. The SPD dashboard also integrates information on the evolution of human resources (e. g. fulfilment of the establishment plan, turnover etc.) and on authority tasks (e.g. state of play of applications, volume of work and billing).

Further information on budget implementation can be found in section II.1 and II.3.2.

The management also monitors, through a dedicated control panel, the progress of project and services activities and, linked to those, the pace of achieving the planned SPD outputs, including the risks which might affect such achievement and the mitigating measures put in place.

The Agency has also strengthened the monitoring of action plans addressing audit recommendations by enforcing the accountability of the AOD responsible, which accelerated the level of implementation of audit recommendations (see section 2.8.a).

II.11.2. Legality and regularity

With the transition to SUMMA, 100% of the transactions undergo an ex-ante verification performed by a financial verifying agent as follows:

- *Centralised financial verification for payments and commitments in T1, T2, T3, T4 (except for ROs).*
- *Decentralised financial verification for the recovery orders in T4.*

The service level agreements signed with PMO for processing the calculation of salaries and mission expenses is improving the quality and reliability of the checks and minimising the risks of errors for this area of expenditure, which is of significant magnitude compared to the Agency's overall budget.

Given the 100% coverage with ex ante verification performed by an actor who is different than the AO(D), the AO receives sufficient control evidence he needs for his assurance regarding the achievement of this internal control objective and the Agency is not, at this stage, envisaging to define objectives and goals for ex-post controls as part of the general strategy. In case specific risks/recurrent errors are detected during ex-ante verifications specific ad hoc ex-post controls may be performed. The objectives, scope, methodology shall be defined in line with the risks.

With the gain of experience on the use of SUMMA in the future and in order to best apply the proportionality principle, the Agency will analyse whether a change in the approach can be more proportionate and might evolve towards an updated model of ex-ante/ex-post controls e.g.: performing ex-ante controls by a different actor than the AOD for a selection of transactions (based on criteria which could include the level of risk detected

in the past, the value, the risk associated to certain third parties etc.) and complement this approach with an ex-post control based on a representative sample.

The audit performed by the external auditor (Baker Tilly) has led to no findings, nor recommendations. The ECA report on the financial year 2023 is pending; any observations stemming from such the ECA audit on the financial year will be duly followed up by the Agency.

II.11.3. Validation of the accounting system

An update of the validation of the accounting system was performed in February 2023 following the introduction of a new financial system, SUMMA, as from 01/01/2022, hereby relying upon the work done by the European Commission. The latter started an assurance exercise on the approval process for the go-live of SUMMA in the three pilot agencies. This exercise was finalised at the end of May 2023. While the SUMMA system was not validated by the Commission, the assurance exercise provides a quality assessment of the system and assurance by the Accounting Officer of the European Commission as the project owner.

II.11.4. Procurement procedures

The original procurement plan which had approved by the Management Board as part of the Single Programming Document 2023 (acting as financing decision for the Agency's operational expenditure, as per the provisions of the ERA Financial Regulation).

The detailed procurement procedures can be found in Annex XI, as well as their implementation status.

Nota bene:

- *The above does not consider the low-value contracts of less than 15 000€;*

- *The above does not consider the fact that a procedure may be cancelled and/or replaced by another one.*

II.11.5. Registration of non-conformities

In accordance with the internal control principle 12, each deviation from an established process or procedure is documented, justified and approved at the appropriate management level. They are then registered in the Nonconformity Register. In line with Agency procedures, corrective and/or preventive actions are established when repetitive exceptions events or a critical hazard to any process performance arise. Actions are recorded and reviewed in order to identify trends. In view of increasing the effectiveness of its processes, the Agency is encouraging staff to report any type of non-conformities, including non-financial.

In 2023, 22 nonconformities (NC) have been registered. They can be segregated by type: 9 ex-ante nonconformities (exceptions) and 13 ex-post nonconformities (non-compliances).

The area of ex-ante nonconformities (i.e. Exceptions) concern compliance with commitment rules (legal commitment not preceded by a budgetary commitment - three events, budgetary commitment not preceded by a financing decision – one event, use of provisional commitment instead of individual commitment – one event), reimbursement rules for experts – one event, procurement procedures (one event - irregular extension of the duration of a contract due to exceptional circumstance outside Agency's control for the purpose of maintaining business continuity of the activity), All events were exceptional and the choices were documented with clear arguments for the decision taken (e.g.

ensuring business continuity, economic reasons). In any case, mitigating measures have been taken to avoid recurrence.

The area of ex-post nonconformities (i.e. non-compliances events) relate to the implementation of SUMMA – the corporate IT financial tool (five events in total), in particular misalignment between SUMMA access rights and written delegation for the financial actors (two events), non-compliance with the legal deadline for payments (one event) partially due to SUMMA technical constraints, payments validated from erroneous/obsolete budget positions (one event). In addition three events were recorded in the area of compliance with commitment rules (legal commitment without budgetary commitment procurement rules (erroneous use of the negotiated procedure –one event), contract management (performance of the contract started before signature – one event), HR matters (use of an expired reserve list for engaging candidates), missions rules (due to inherent difficulties in the transition between the IT tools for managing missions -MiMA to MiPS, some missions orders approval were recorded outside the tool). Monitoring actions have been put in place in particular with regards to avoid errors recorded in SUMMA.

Overall, the number of NC continue to significantly decrease compared to previous years (22 events compared to 28 events in 2022 and 35 events in 2021) Some type of events although repeating have diminished in number, proved to be isolated (not indicating particular systemic failure in internal control) and have overall a financial impact relatively low. The Agency has taken structural measures in particular in tackling errors in the implementation of SUMMA.

It should be also mentioned that the nonconformity register is also recording events of non-financial nature (two events -deviation from the rules regarding physical access to the Agency building and incorrect assignment of laptops) with the intention to identify areas for improvement in all processes and increase transparency. The Agency continued to run risk based and periodical assessment of the functioning of the mains areas of internal control supporting the assurance process.

II.11.6. Risk management

In 2023, the Agency has carried out the risk assessment exercise aligned with its annual strategic planning and has reviewed the relevance of the risks and the related mitigating measures continuously throughout the year. The exercise covered all operational areas/activities of the Agency (bottom-up approach). The Agency risk register is fully updated and includes the most significant risks of the Agency stemming not only from the projects/services but also risks associated with the strategic objectives linked with the delivery of the new tasks, business objectives of continuity, reputational risks. The major challenges/risks relate to:

- budget execution (continuous exceptional rate of inflation, leading to a substantial increase of salary costs, which had to be managed within the initial budget adopted, uncertainties on the level of revenues from fees and charges due inflation and market environment affected by the economic crisis);

- the 2nd year of the implementation of the IT corporate financial tool - SUMMA accompanied with risks and challenges which have diversified = once all the functionalities of the tool were used at full potential and additional SUMMA releases were put in production. Some of the risks materialised (see also section on registration of nonconformities II.11.5) . The Agency has already proactively implemented measures within its control considering the lesson learned from the first year of implementation of the tool and is in constant cooperation with the European Commission, the owner of the tool, to solve any outstanding issues;

- staff constraints (lower staff levels compared to the level of ambition on the various policy areas), which are partially mitigated by the implementation of the Strengthening Plan;

- IT security risks continue to remain relevant due to cybersecurity threats, in parallel with the challenges posed by the migration of the IT systems to the cloud and the delays in the implementation of the disaster recovery plans for the IT systems;

- internal planning/processes (ie. Implementation of an effective IT governance and portfolio management);

- uncertainties on the reliability and accuracy of reporting of billable working hours for the assessment of SSC applications;

- the COVID fallouts (moving from the full teleworking regime to a hybrid work environment and the difficulties of adaptation in terms of psychological and social risks).

The cross-cutting risks identified in the previous years which represent continue to remain relevant as follows:

1. Risk of misalignment between EU Rail JU activities and regulatory provisions (insufficient clarity on the shared roles and responsibilities between the Agency and the Joint Undertaking and the limited resources allocated to the Agency to manage the cooperation);

2. Insufficient coordination of the data management initiatives, blocking multi modal data interoperability (insufficient level of interoperability, automation).

The risk assessment concluded that these risks within Agency's control may be either reduced to an acceptable level through specific mitigating actions described in the corporate risk register or avoided by revising the SPD outputs and targets. In case of external environment factors to which the Agency has limited and/or no influence, the residual level of the risks has been partially accepted.

The lesson learned from the risk assessment process shall be used to streamline the approach in 2024, linking better the existing risk management system at project/service level to the corporate layer.

The risk assessment resulted in changes that do not lead to the identification of a reservation in the CAAR.

II.11.7. Fraud prevention and detection

The Agency continued to implement the measures prescribed by the Framework for Good Administrative behaviour a key element of the Antifraud Strategy, in particular in the area of conflict of interest, which includes the mandatory submission of declaration of interests from staff members and independent experts with specific information to be provided for facilitating the assessment and the implementation of mitigating measures. The members of the Management Board of the Agency are also requested to submit an annual declaration of interest which is verified by a specific body. The declaration of interests of MB members, managerial staff (including staff with decision making powers pursuant to the provisions of MB DEC 199 and MB DEC 258) are published on the Agency's website. The Agency continued to promote the highest level of integrity for its staff by implementing training sessions on Ethics and separated for Antifraud, which are mandatory for all staff. The Agency is implementing a 4-year rolling cycle of training sessions with the purpose of reaching 100% participation at the end of the cycle. The overall rate of participation in 2023 was 21,67 % for Antifraud and 17,7 % for Ethics. The training on Ethics is focused on staff obligations pursuant to the provisions of the Staff Regulations, while the training on Antifraud is designed to improve the detection techniques and encourage staff to report any suspicion of fraud. Both training sessions are tailor made, in line with the Agency risk environment.

The Agency has initiated the first steps to review the current Antifraud Strategy with the aim of adopting it in 2024. The fraud risk assessment revealed potential new areas of concern but overall, the residual risk related to fraud remains low.

The SharePoint page of the Agency is continuously updated with information related to ethics and antifraud, in particular on the practical aspects of complying with ethics obligations. In order to further enhance the transparency of its actions, the Agency publishes on the website the list of all meetings held by the Executive Director with organisations or self-employed individuals.

III. Assessment of the effectiveness of the internal control systems

III.1. Effectiveness of internal control systems

The assessment of the internal control systems is based on the Commission's Internal Control Framework (ICF) with minor modifications adapted to the organisational characteristics of the Agency. The last revision on the ICF was adopted by the Management Board in November 2022, via Decision no 300. The ICF consists of five internal components and 17 principles. All the internal control components and principles are interrelated and must be present and functioning at all levels of the organisation to be considered effective. Internal control monitoring criteria have been defined to ensure an adequate assessment of the presence and functioning of al internal control principles. The assessment is fundamentally based on internal control monitoring criteria (at least one per each principle) which have been significantly revised in 2023 to focus on the areas where changes/improvement are need it to ensure compliance. The assessment is done at the level of principles, components, and the overall system.

The Agency has formally assessed its control systems for the reporting year as part of the annual internal management system review and concluded that overall, the ICF principles are present, and work as intended. Some improvements have been identified that would contribute to strengthen the effectiveness of the system in particular:

Component 1, control environment: Improvement at the level of authorities and responsibilities, including in the financial area, with the aim of ensuring a seamless integration of strategic planning and project management activities (principles 2 and 3).

Action taken: Revise the operational structure to ensure better coordination between strategic planning and portfolio management. Raise awareness on the roles and responsibilities in the financial area.

Ongoing actions: Streamline the SPD, CAAR and project management process and clarify accountabilities at all levels of the Agency (target date 2024).

Component 2, risk assessment: necessity to review the Antifraud strategy and the sensitive functions considering the results of the risk assessment (principle 8). Review the risk management process to better integrate the IT risks and ensure better alignment with project/service level (principle 6).

Ongoing actions: Revision of the Antifraud Strategy and sensitive functions list (target date: 2024); Revise the risk management process (target date 2025).

Component 3, control activities; improvement in the area of IT controls by revising the current IT strategy and establishment of a new IT governance (principle 11); progressive revision/update of Agency's process in line with Strengthening plan's objectives (principle 9).

Actions taken: Implementation of all outstanding IAS recommendations on IT security.

Ongoing actions: Revision of the IT strategy and IT governance (target date 2024). Revision and leaning of ERA processes (target dates reflected in the SAP).

Component 4, Information and communication: implement appropriate procedures and processes to ensure compliance and effectiveness of the document management system (in particular registration, retention, disposal (principle 13).

Ongoing actions: Implement the record management system of the EC - ARES (target date: 2024).

Component 5, Monitoring activities: Improve the quality of the ICF assessment by relying also on the results of the measurement of soft controls (ie. staff surveys).

Ongoing actions: 2024 ICF annual assessment report shall include also the results of the measurement of soft controls (target date 2024).

The corrective/improvement measures have already started in 2023 and will be implemented in 2024 and beyond considering the target dates agreed at management level. The progress will be monitored as part of an integrated monitoring cycle.

Overall, in light with the results of the assessment, we can consider that the Agency's controls system as a whole works as intended and adequately mitigates the main risks to the achievement of Agency's objectives. Some moderate improvements are need as mentioned above. No significant weakness was reported.

The monitoring of the functioning of ICF is continuous throughout the year (via specific assessment on parts of internal control which are riskier) and potential internal control deficiencies are discussed in the Management Team meetings. The ongoing monitoring focuses on components and principles linked to the achievement of SPD objectives and budget targets. This allows the Agency to adapt quickly to changes and put in place mitigating actions when needed.

The results of the implementation of the controls had led to relatively fewer observations from ECA, a high level of execution of ERA budget and a progressive reduction of the number of registered nonconformities.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and work as intended.

III.2. Conclusions of assessment of internal control systems

The Agency conducted the annual assessment of the ERA Internal Control Framework. The conclusion of this assessment is that the Agency is compliant with the ICF, while some areas for improvement have been identified. With regards to potential improvements identified in this exercise, a consolidated list of actions was established corresponding to each internal control principle, which will be monitored throughout the year 2023. The list of actions is based on multiple sources including: nonconformity reports, corporate risk register and the other risk register system of the Agency, ad-hoc reports to the ED on the state of play of various part of the internal control system monthly reports on the execution of the budget and project/services.

III.3. Statement of the manager in charge of risk management and internal control

I, the undersigned,

Manager in charge of risk management and internal control within ERA,

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with Agency's internal control framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and its annexes is, to the best of my knowledge, accurate, reliable and complete.

Oana Gherghinescu
Head of Unit Corporate Assurance and Performance

IV. Management assurance

IV.1. Review of the elements supporting assurance

The information reported in Parts 2 and 3 stems from:

- the assurance given by the Agency management (via the annual management review of the internal control system, the monthly review of the budget implementation and the monitoring of project/services internal reports provided by the HoD/HoUs to the Executive Director regarding the internal controls in their areas of responsibility put in place to mitigate the mains risks and issues);

- the results of the IMS review (annual assessment of the ICF);

- the results of the Commission's services and those of the Court of Auditors' audits and implementation of the measures to address weaknesses identified;

- the reporting on nonconformities and preventive/corrective actions implemented;

- the mitigated actions implemented following the annual risk assessment exercise;

- the ex-ante and ad-hoc ex-post controls;

- the discharge of the budgetary authority;

- the measures taken in the area of antifraud.

This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Executive Director of the Agency.

Concerning the overall state of the ICF, management has reasonable assurance that, generally, the Agency has suitable controls in place that are working as intended, risks are being mitigated and/or monitored and improvements and reinforcements are being made. No systematic weakness came to the attention of management that would have an impact on the declaration of assurance; neither were elements identified that could seriously damage the reputation of the Agency.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

The Agency has systematically examined the available control results and indicators as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives.

IV.2. Reservations

On the basis of the information and the materiality criteria provided above, no reservation is expressed.

V. Declaration of assurance
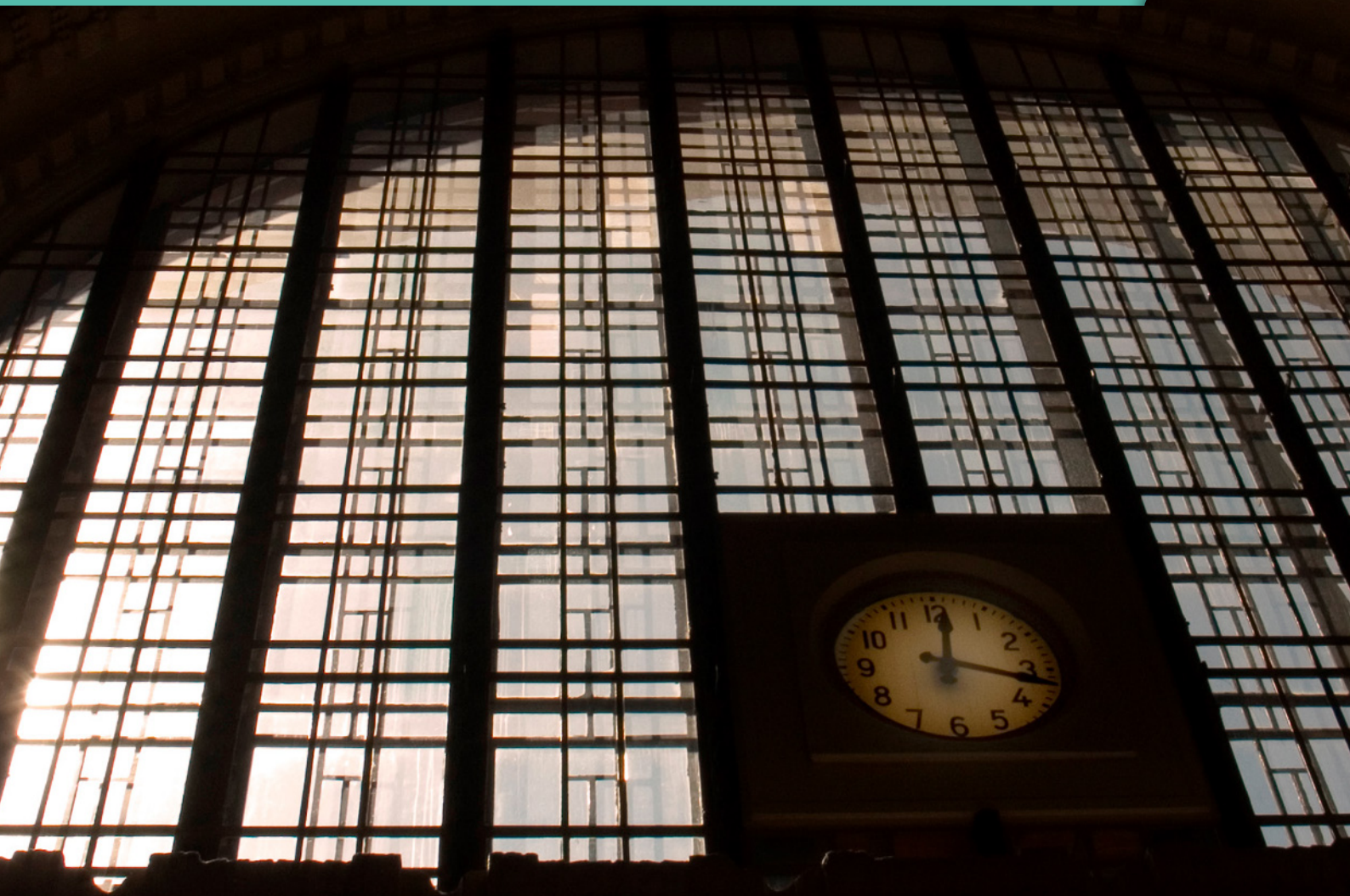
Declaration of Assurance

I, the undersigned, Executive Director of the EU Agency for Railways,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the agency.

Josef Doppelbauer
Executive Director

VI. Annexes
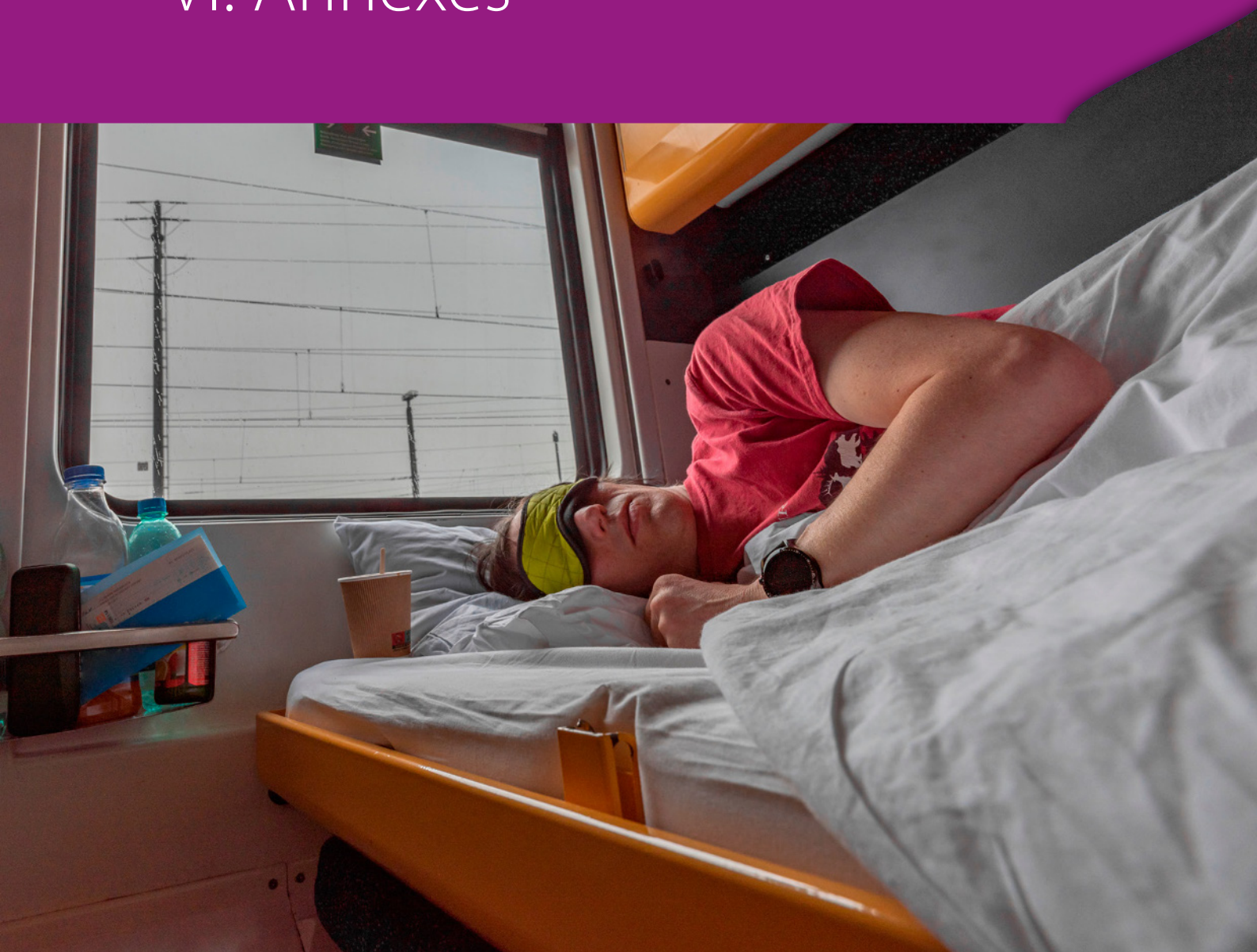
Annex I.   Core business statistics

	Key Performance Indicators set up in SPD 2023	SPD target	Level of achievement
1	National Rules	100% cleaned and published in SRD	The assessment of notified national rules for fixed installations in 2023 was carried out at 100% in line with Article 25 and 26 of the ERA regulation. This work will continue in coming years but is considered achieved for the year 2023.
2	Dissemination on TSIs	4 workshops organised	Achieved
3	No. of reports for NoBos audit/ inspection sent to NoBos for comments after the onsite visit	At least 9 reports	Achieved
4	Register's related service requests by customers processed (reply provided to customer)	Within 10 working days, as determined in the service level agreement	Achieved for all registers, except for OCR and EVR
5	Issuing Approvals - Proportion of decisions taken according to the legal framework deadlines	100%	Achieved
6	Issuing Vehicle Authorisation, including ERTMS on-board assessments - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%	Achieved
7	Monitoring of the TAP/TAF TSI implementation - progress report on Year -1	Q2	Achieved
8	No. of audit reports sent to NSA for comments after the onsite visit	At least 6	Achieved
9	Feedback to NIBs provided on request	100%	Achieved
10	Issuing Single Safety Certificates - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%	Achieved
11	Number of impact assessments delivered for recommendations and opinions	Number of IAs corresponds to the number recommendations delivered / number of opinions issued	Achieved
12	Events and webinars, dissemination activities	Delivering ERA events according to the yearly Communication & Dissemination plan	Achieved
13	% Of the annual appropriations committed	98%	Achieved
14	% Execution of carry over payment appropriations	>95%	Achieved
15	% Payments made by contractual deadline	95%	Partly achieved (missed by 0.7%)
16	Output achievement rate	Increase of the output achievement rate compared to the previous year	Not achieved, the achievement rate was reduced by 4.68%
17	Adoption of the SPD and CAAR	Adopted on time, complying with legal deadlines	Achieved
18	Implementation of the Strengthening Action Plan	Implemented following the SAP deadlines	Achieved, the SAP was reflected in the annual work programme and monitored throughout 2023.

	Key Performance Indicators set up in SPD 2023	SPD target	Level of achievement
19	% Implementation of the establishment plan	>98%	Achieved
20	% Implementation of the external personnel(⁷) plan (CAs & SNEs)	>98%	Partly achieved with an implementation rate of 90%
21	Staff turnover	Less than 5%	Achieved
22	% Availability of the core ICT systems	97%	Achieved
23	Service Desk users' satisfaction feedback "Good/Excellent" rate	>70%	Overachieved with 94,11%

(⁷)   CA + SNE combined

Annex II. Statistics on Financial Management

II.1. Implementation of the budget 2023

II.1.1 Budget implementation 2023 (C1 funds)

Commitment Item	Description	Funded Program	Funded Program Desc	COM Credits	COM Committed	COM Avaialable	% COM Committed / COM Credits	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.1100	Temporary agents	ERA1203	HR service	19,849,728	19,849,728	0	100.00%	19,849,728	19,849,728	0	100.00%
E.1110	Contract agents	ERA1203	HR service	2,175,044	2,175,044	0	100.00%	2,175,044	2,175,044	0	100.00%
E.1112	Seconded National Experts	ERA1203	HR service	180,393	180,393	0	100.00%	180,393	180,393	0	100.00%
Chapter 11				**22,205,165**	**22,205,165**	**0**	**100.00%**	**22,205,165**	**22,205,165**	**0**	**100.00%**
E.1200	Sundry recruitment expenses	ERA1203	HR service	39,373	39,373	0	100.00%	39,373	39,373	0	100.00%
Chapter 12				**39,373**	**39,373**	**0**	**100.00%**	**39,373**	**39,373**	**0**	**100.00%**
E.1300	Mission expenses, duty travel expenses and other a	ERA1203	HR service	10,222	10,222	0	100.00%	10,222	9,512	710	93.06%
Chapter 13				**10,222**	**10,222**	**0**	**100.00%**	**10,222**	**9,512**	**710**	**93.06%**
E.1430	Medical service	ERA1203	HR service	31,470	31,470	0	100.00%	31,470	13,650	17,820	43.37%
Chapter 14				**31,470**	**31,470**	**0**	**100.00%**	**31,470**	**13,650**	**17,820**	**43.37%**
E.1500	Training and team building	ERA1203	HR service	165,579	165,579	0	100.00%	165,579	97,978	67,601	59.17%
Chapter 15				**165,579**	**165,579**	**0**	**100.00%**	**165,579**	**97,978**	**67,601**	**59.17%**
E.1600	External services	ERA1203	HR service	364,996	364,996	0	100.00%	364,996	177,146	187,850	48.53%
Chapter 16				**364,996**	**364,996**	**0**	**100.00%**	**364,996**	**177,146**	**187,850**	**48.53%**
E.1700	Receptions, events and representation	ERA1203	HR service	1,500	1,500	0	100.00%	1,500	1,351	149	90.09%
Chapter 17				**1,500**	**1,500**	**0**	**100.00%**	**1,500**	**1,351**	**149**	**90.09%**
E.1800	Social welfare	ERA1203	HR service	19,742	19,742	0	100.00%	19,742	18,927	815	95.87%
Chapter 18				**19,742**	**19,742**	**0**	**100.00%**	**19,742**	**18,927**	**815**	**95.87%**
Title 1				**22,838,047**	**22,838,047**	**0**	**100.00%**	**22,838,047**	**22,563,102**	**274,945**	**98.80%**

Commitment Item	Description	Funded Program	Funded Program Desc	COM Credits	COM Committed	COM Avaialable	% COM Committed / COM Credits	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.2000	Rentals of buildings and parking facilities	ERA1202	FM service	550,000	550,000	0	100.00%	550,000	550,000	0	100.00%
E.2010	Insurance on buildings	ERA1202	FM service	7,411	7,411	0	100.00%	7,411	7,411	0	100.00%
E.2020	Water, gas, electricity and heating	ERA1202	FM service	123,652	123,652	0	100.00%	123,652	82,529	41,123	66.74%
E.2030	Cleaning and maintenance	ERA1202	FM service	122,400	122,400	0	100.00%	122,400	97,991	24,409	80.06%
E.2040	Fitting-out of premises	ERA1202	FM service	42,504	42,504	0	100.00%	42,504	14,571	27,933	34.28%
E.2050	Security and surveillance	ERA1202	FM service	146,401	146,401	0	100.00%	146,401	129,324	17,077	88.34%
Chapter 20				**992,368**	**992,368**	**0**	**100.00%**	**992,368**	**881,826**	**110,542**	**88.86%**
E.2100	Data-processing equipment	ERA1201	ICT service	261,194	261,194	0	100.00%	261,194	137,546	123,648	52.66%
E.2101	Software development and purchase	ERA1201	ICT service	763,512	763,512	0	100.00%	763,512	713,866	49,646	93.50%
Chapter 21				**1,024,706**	**1,024,706**	**0**	**100.00%**	**1,024,706**	**851,412**	**173,294**	**83.09%**
E.2200	Technical installations and office equipment	ERA1201	ICT service	1,770	1,770	0	100.00%	1,770	1,693	77	95.65%
E.2200	Technical installations and office equipment	ERA1202	FM service	19,465	19,465	0	100.00%	19,464	15,617	3,847	80.24%
E.2210	Furniture	ERA1202	FM service	1,541	1,541	0	100.00%	1,541	1,541	0	100.00%
E.2220	Departmental removals and associated handling	ERA1202	FM service	8,540	8,540	0	100.00%	8,540	8,540	0	100.00%
Chapter 22				**31,315**	**31,315**	**0**	**100.00%**	**31,315**	**27,391**	**3,924**	**87.47%**
E.2300	Stationery and office supplies	ERA1202	FM service	1,997	1,997	0	100.00%	1,997	1,997	0	100.00%
E.2320	Bank charges	ERA1202	FM service	1,016	1,016	0	100.00%	1,016	653	363	64.26%
E.2350	Miscellaneous insurance	ERA1202	FM service	450	450	0	100.00%	450	0	450	0.00%
E.2355	Petty expenses	ERA1202	FM service	2,610	2,609	1	99.95%	2,610	788	1,822	30.19%
Chapter 23				**6,073**	**6,072**	**1**	**99.98%**	**6,073**	**3,438**	**2,635**	**56.61%**
E.2400	Correspondence and courier expenses	ERA1202	FM service	4,338	4,338	0	100.00%	4,338	4,319	19	99.57%
E.2410	Telecommunication subscriptions and fees	ERA1201	ICT service	38,000	38,000	0	100.00%	38,000	37,446	554	98.54%
Chapter 24				**42,338**	**42,338**	**0**	**100.00%**	**42,338**	**41,765**	**573**	**98.65%**
Title 2				**2,096,800**	**2,096,799**	**1**	**100.00%**	**2,096,800**	**1,805,832**	**290,968**	**86.12%**

Commitment Item	Description	Funded Program	Funded Program Desc	COM Credits	COM Committed	COM Avaialable	% COM Committed / COM Credits	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.3010	Operational expenditure Strategic Statement 1	000MRA1138	NoBos monitoring	54,977	54,977	0	100.00%	54,977	46,369	8,609	84.34%
E.3010	Operational expenditure Strategic Statement 1	ERA1175	TSIs maintenance	40,169	40,169	0	100.00%	40,169	28,926	11,243	72.01%
E.3010	Operational expenditure Strategic Statement 1	ERA1177	Learning from TSIs	22,386	22,386	0	100.00%	22,386	22,386	0	100.00%
E.3010	Operational expenditure Strategic Statement 1	ERA1193	Research and Innovat	1,915	1,915	0	100.00%	1,915	1,915	0	100.00%
E.3010	Operational expenditure Strategic Statement 1	ERA1209	Revision of VA guide	574,207	574,207	0	100.00%	574,207	459,836	114,370	80.08%
E.3010	Operational expenditure Strategic Statement 1	ERA1210	Revision of ERTMS Tr	5,711	5,711	0	100.00%	5,711	1,435	4,276	25.13%
E.3010	Operational expenditure Strategic Statement 1	ERA1218	Manage ERTMS evol	37,500	37,500	0	100.00%	37,500	33,706	3,794	89.88%
E.3010	Operational expenditure Strategic Statement 1	ERA1221	Delivery SSC, VA, TA	2,000	2,000	0	100.00%	2,000	596	1,404	29.79%
E.3010	Operational expenditure Strategic Statement 1	ERA1226	Registers Oper & Dev	223,575	223,298	277	99.88%	223,575	193,814	29,761	86.69%
E.3010	Operational expenditure Strategic Statement 1	ERA-REC-129	Manage Radio Comms	10,000	8,147	1,853	81.47%	10,000	7,599	2,401	75.99%
E.3010				**972,439**	**970,309**	**2,130**	**99.78%**	**972,439**	**796,581**	**175,858**	**81.92%**
E.3020	Operational expenditure Strategic Statements 2-3	006REC1128	TAF TSI	13,542	11,704	1,838	86.43%	13,542	6,430	7,112	47.48%
E.3020	Operational expenditure Strategic Statements 2-3	ERA1234	Green agenda	1,284	1,284	0	100.00%	1,284	1,284	0	100.00%
E.3020	Operational expenditure Strategic Statements 2-3	ERA-WKG-015	TDG Coordination	16,150	14,077	2,073	87.17%	16,150	12,965	3,185	80.28%
E.3020				**30,976**	**27,065**	**3,911**	**87.37%**	**30,976**	**20,679**	**10,297**	**66.76%**
E.3040	Operational expenditure Strategic Statement 4	001MRA1116	NSA Monitoring impl	168,501	168,496	5	100.00%	168,501	142,140	26,361	84.36%
E.3040	Operational expenditure Strategic Statement 4	ERA1167	Sust safety mgmt	7,600	7,600	0	100.00%	7,600	7,394	206	97.29%
E.3040	Operational expenditure Strategic Statement 4	ERA1168	Learning from safety	12,160	12,160	0	100.00%	12,160	6,950	5,210	57.15%
E.3040	Operational expenditure Strategic Statement 4	ERA1224	Support to NIB Peer	8,750	8,750	0	100.00%	8,750	5,373	3,377	61.40%
E.3040	Operational expenditure Strategic Statement 4	ERA1248	Follow-up audit ES	24,749	24,749	0	100.00%	24,749	24,749	0	100.00%
E.3040	Operational expenditure Strategic Statement 4	ERA1249	STARS	51,342	47,040	4,302	91.62%	51,342	1,000	50,342	1.95%
E.3040				**273,103**	**268,795**	**4,307**	**98.42%**	**273,103**	**187,606**	**85,496**	**68.69%**
E.3060	Operational expenditure Strategic Statement 6	ERA1188	Impact assessments	15,986	15,954	32	99.80%	15,986	15,895	91	99.43%
E.3060	Operational expenditure Strategic Statement 6	ERA1189	Ex-post evaluations	4,175	4,175	0	100.00%	4,175	3,739	436	89.55%
E.3060	Operational expenditure Strategic Statement 6	ERA1195	Reporting Rwy System	6,855	6,855	0	100.00%	6,855	5,602	1,253	81.72%
E.3060	Operational expenditure Strategic Statement 6	ERA1196	Data and information	3,775	3,775	0	100.00%	3,775	3,737	38	98.98%
E.3060				**30,791**	**30,759**	**32**	**99.90%**	**30,791**	**28,973**	**1,819**	**94.09%**

Commitment Item	Description	Funded Program	Funded Program Desc	COM Credits	COM Committed	COM Avaialable	% COM Committed / COM Credits	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.3070	Operational expenditure Strategic Statement 7	ERA1145	ERA Academy	284,357	281,177	3,180	98.88%	284,357	243,265	41,092	85.55%
E.3070	Operational expenditure Strategic Statement 7	ERA1147	Coordination of inte	41,140	41,140	0	100.00%	41,140	9,713	31,427	23.61%
E.3070	Operational expenditure Strategic Statement 7	ERA1148	Networks	17,238	17,238	0	100.00%	17,238	17,238	0	100.00%
E.3070	Operational expenditure Strategic Statement 7	ERA1161	On line corporate co	157,155	157,155	0	100.00%	157,155	152,136	5,019	96.81%
E.3070				**499,890**	**496,710**	**3,180**	**99.36%**	**499,890**	**422,353**	**77,537**	**84.49%**
E.3080	Operational expenditure Strategic Statement 8	ERA1154	Supporting EB and MB	29,490	29,490	0	100.00%	29,490	29,422	68	99.77%
E.3080	Operational expenditure Strategic Statement 8	ERA1156	Org strat progamming	11,292	8,174	3,119	72.38%	11,292	5,505	5,787	48.75%
E.3080	Operational expenditure Strategic Statement 8	ERA1205	Procurement Service	2,500	1,908	592	76.32%	2,500	1,908	592	76.32%
E.3080	Operational expenditure Strategic Statement 8	ERA1227	Interoperable data	501,910	501,910	0	100.00%	501,910	494,784	7,126	98.58%
E.3080	Operational expenditure Strategic Statement 8	ERA1231	DPO	22,143	22,143	0	100.00%	22,143	22,143	0	100.00%
E.3080	Operational expenditure Strategic Statement 8	ERA1235	Better together	7,815	7,728	88	98.88%	7,815	1,454	6,361	18.60%
E.3080				**575,150**	**571,352**	**3,799**	**99.34%**	**575,150**	**555,216**	**19,934**	**96.53%**
E.3090	Operational expenditure Strategic Statement 9	ERA1203	HR service	594	0	594	0.00%	594	0	594	0.00%
E.3090				**594**	**0**	**594**	**0.00%**	**594**	**0**	**594**	**0.00%**
E.3099	ERA management and administration	ERA1245	ERA mgmt & admin	31,040	29,040	2,000	93.56%	31,040	23,914	7,126	77.04%
E.3099				**31,040**	**29,040**	**2,000**	**93.56%**	**31,040**	**23,914**	**7,126**	**77.04%**
Chapter 30				**2,413,983**	**2,393,610**	**19,953**	**99.16%**	**2,413,983**	**2,035,322**	**378,661**	**84.31%**
E.3110	Dedicated IT systems to support the operations	ERA1201	ICT service	870,759	870,759	0	100.00%	870,759	627,318	243,442	72.04%
Chapter 31				**870,759**	**870,759**	**0**	**100.00%**	**870,759**	**627,318**	**243,442**	**72.04%**
Title 3				**3,284,742**	**3,264,789**	**19,953**	**99.39%**	**3,284,742**	**2,662,639**	**622,103**	**81.06%**
Titles 1 + 2 + 3				**28,219,589**	**28,199,635**	**19,954**	**99.93%**	**28,219,589**	**27,031,573**	**1,188,016**	**95.79%**

II.1.2. Appropriations carried over 2022/2023 (VOBU 2022)

Commitment Item	Description	Funded Program	Funded Program Desc	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.1112	Seconded National Experts	ERA1203	HR service	16,358	16,358	0	100.00%
Chapter 11				**16,358**	**16,358**	**0**	**100.00%**
E.1200	Sundry recruitment expenses	ERA1203	HR service	36,018	36,018	0	100.00%
Chapter 12				**36,018**	**36,018**	**0**	**100.00%**
E.1300	Mission expenses, duty travel expenses and other a	ERA1203	HR service	2,719	2,277	442	83.72%
Chapter 13				**2,719**	**2,277**	**442**	**83.72%**
E.1430	Medical service	ERA1203	HR service	30,456	24,588	5,868	80.73%
Chapter 14				**30,456**	**24,588**	**5,868**	**80.73%**
E.1500	Training and team building	ERA1203	HR service	61,377	53,298	8,079	86.84%
Chapter 15				**61,377**	**53,298**	**8,079**	**86.84%**
E.1600	External services	ERA1203	HR service	23,637	20,517	3,120	86.80%
Chapter 16				**23,637**	**20,517**	**3,120**	**86.80%**
Title 1				**170,565**	**153,056**	**17,509**	**89.73%**

Commitment Item	Description	Funded Program	Funded Program Desc	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.2020	Water, gas, electricity and heating	ERA1202	FM service	41,737	41,737	0	100.00%
E.2030	Cleaning and maintenance	ERA1202	FM service	33,553	32,173	1,380	95.89%
E.2040	Fitting-out of premises	ERA1202	FM service	51,268	38,805	12,463	75.69%
E.2050	Security and surveillance	ERA1202	FM service	23,441	23,441	0	100.00%
Chapter 20				**149,999**	**136,156**	**13,843**	**90.77%**
E.2100	Data-processing equipment	ERA1201	ICT service	28,030	28,030	0	100.00%
E.2101	Software development and purchase	ERA1201	ICT service	110,766	110,766	0	100.00%
Chapter 21				**138,796**	**138,796**	**0**	**100.00%**
E.2200	Technical installations and office equipment	ERA1202	FM service	21,563	21,352	211	99.02%
E.2220	Departmental removals and associated handling	ERA1202	FM service	930	930	0	100.00%
Chapter 22				**22,493**	**22,282**	**211**	**99.06%**
E.2355	Petty expenses	ERA1202	FM service	1,000	970	30	97.03%
Chapter 23				**1,000**	**970**	**30**	**97.03%**
E.2400	Correspondence and courier expenses	ERA1202	FM service	208	208	0	100.00%
E.2410	Telecommunication subscriptions and fees	ERA1202	FM service	115	0	115	0.00%
Chapter 24				**323**	**208**	**115**	**64.38%**
Title 2				**312,611**	**298,412**	**14,199**	**95.46%**

Commitment Item	Description	Funded Program	Funded Program Desc	PAY Credits	PAY Done	PAY Available	% PAY Done / PAY Credits
E.3010	Operational expenditure Strategic Statement 1	000MRA1138	NoBos monitoring	1,656	1,656	0	100.00%
E.3010	Operational expenditure Strategic Statement 1	ERA1226	Registers Oper & Dev	74,908	74,908	0	100.00%
E.3010				**76,564**	**76,564**	**0**	**100.00%**
E.3020	Operational expenditure Strategic Statements 2-3	ERA-REC-122	TAP TSI	14,870	14,870	0	100.00%
E.3020				**14,870**	**14,870**	**0**	**100.00%**
E.3040	Operational expenditure Strategic Statement 4	001MRA1116	NSA Monitoring impl	37,347	37,206	141	99.63%
E.3040	Operational expenditure Strategic Statement 4	004SST1088	Dev Safety Culture	68,976	68,976	0	100.00%
E.3040	Operational expenditure Strategic Statement 4	ERA1168	Learning from safety	155	152	3	98.07%
E.3040	Operational expenditure Strategic Statement 4	ERA1224	Support to NIB Peer	5,765	5,765	0	100.00%
E.3040	Operational expenditure Strategic Statement 4	ERA1249	STARS	8,500	8,357	143	98.31%
E.3040				**120,743**	**120,456**	**287**	**99.76%**
E.3070	Operational expenditure Strategic Statement 7	ERA1145	ERA Academy	154,315	116,334	37,981	75.39%
E.3070	Operational expenditure Strategic Statement 7	ERA1161	On line corporate co	2,004	2,003	1	99.97%
E.3070	Operational expenditure Strategic Statement 7	ERA1163	Publications mgmt	25,984	25,682	302	98.84%
E.3070				**182,303**	**144,020**	**38,284**	**79.00%**
E.3080	Operational expenditure Strategic Statement 8	ERA1162	Media/press relation	4,081	4,081	0	100.00%
E.3080	Operational expenditure Strategic Statement 8	ERA1227	Interoperable data	149,278	149,278	0	100.00%
E.3080				**153,359**	**153,359**	**0**	**100.00%**
E.3099	ERA management and administration	ERA1245	ERA mgmt & admin	12,159	11,251	908	92.53%
E.3099				**12,159**	**11,251**	**908**	**92.53%**
Chapter 30				**559,998**	**520,519**	**39,479**	**92.95%**
E.3110	Dedicated IT systems to support the operations	ERA1201	ICT service	299,157	293,879	5,278	98.24%
Chapter 31				**299,157**	**293,879**	**5,278**	**98.24%**
Title 3				**859,155**	**814,398**	**44,757**	**94.79%**
Titles 1 + 2 + 3				**1,342,331**	**1,265,866**	**76,465**	**94.30%**

II.1.3 Appropriations carried over 2023/2024 C1-credits

	Chapter	Amount carried over 2023 / 2024	% Amount carried over 2023 / 2024
11	Staff in active employment	0	0.00%
12	Expenditure relating to staff recruitment and Employer's pension contributions	0	0.00%
13	Missions expenses	709	6.94%
14	Socio-medical infrastructure	17 820	56.63%
15	Training	67 601	40.83%
16	External services	187 851	51.47%
17	Receptions, events and representation	149	9.91%
18	Social welfare	815	4.13%
Title 1		**274 945**	**1.20%**
20	Rental of buildings and associated costs	110 543	11.14%
21	Information, communication technology and data processing	173 293	16.91%
22	Movable property and associated costs	3 924	12.53%
23	Current administrative expenditures	2 634	43.37%
24	Postage / telecommunications	573	1.35%
27	Information and publishing	0	0.00%
Title 2		**290 967**	**13.88%**
30	Operational expenditure - Strategic Statements	358 708	14.86%
31	Other operational expenditure	243 442	27.96%
Title 3		**602 150**	**18.33%**
Total Budget		**1 168 062**	**4.14%**

II.1.4 Reconciliation economic outturn - budget 2023

	2023	2022
Economic result (+ for surplus and - for deficit) of the consolidation reporting package	**1 606 158**	**1 125 504**
Ajustment for accrual items (items not in the budgetary result but included in the economic result)		
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	- 1 526 505	-1 179 439
Adjustments for Accrual Cut-off (cut- off 31.12.N)	1 030 528	1 541 863
Amount from liaison account with Commission booked in the economic revenue	0	0
Unpaid invoices at year end but booked in charges (class 6)	0	0
Depreciation of intangible and tangible assets (1)	1 071 951	1 084 998
Provisions (1)	56 671	9 305
Value reductions (1)	84 673	0
Recovery Orders issued in 2021 in class 7 and not yet cashed	- 384 422	- 947 601
Prefinancing given in previous year and cleared in the year	0	0
Prefinancing received in previous year and cleared in the year	- 769 402	-670 490
Payments made from carry over of payment appropriations	1 265 867	1 703 965
Other *)	- 429 472	- 2 226 146
Ajustment for budgetary items (item included in the budgetary result but not in the economic result)		
Asset acquisitions (less unpaid amounts)	- 20 053	-189 431
New pre-financing paid in the year 2023 and remaining open as at 31.12.2023	0	0
New pre-financing received in the year 2023 and remaining open as at. 31.12.2023	1 055 310	329 272
Budgetary recovery orders issued before 2023 and cashed in the year	0	874 266
Budgetary recovery orders issued in 2023 on balance sheet accounts (not 7 or 6 accounts) and cashed	0	0
Capital payments on financial leasing (they are budgetary payments but not in the economic result)	0	0
Payment appropriations carried over to 2024	- 5 251 707	-3 565 238
Cancellation of unused carried over payment approppriations from previous year	76 465	40 317
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	2 245 241	2 150 676
Payments for pensions (they are budgetary payments but booked against provisions)	0	0
Paiements for stocks of leave and supplementary hours (they are budgetary payments but booked against provisions)	0	0
Other **)	0	0
Budget outturn for the year	**111 313**	**81 821**

II.1.5. Budget outturn and cancellation of appropriations

Budget outturn	2019	2020	2021	2022
Reserve from the previous years' surplus (+)	59 486	114 225	69 638	81 821
Revenue actually received (+)	30 761 007	32 834 965	34 703 739	40 357 546
Payments made (-)	- 27 440 679	-29 908 642	- 33 246 670	- 37 311 979
Carryover of appropriations (-)	- 4 097 690	-3 894 958	- 3 565 238	- 5 251 707
Cancellation of appropriations carried over (+)	106 232	30 110	40 317	76 465
Adjustment for carryover of assigned revenue appropriations from previous year (+)	785 738	1 008 478	2 150 676	2 245 241
Exchange rate differences (+/-)	- 383	-315	- 1 002	- 4 253
Adjustment for negative balance from previous year (-)	- 59 486	-114 225	- 69 638	- 81 821
TOTAL	**114 225**	**69 638**	**81 821**	**111 313**

*N – the year covered by the programming document drafted in N-1 (as per definition art. 32 of Commission Delegated Regulation (EU) 2019/715).

Descriptive information and justification on:

- **Cancellation of commitment appropriations**: the unused C1 budget was 19 954 EUR in 2022 (0.07%).

- **Cancellation of payment appropriations for the year and payment appropriations carried over**: the C8 cancelled in 2023 was 76 465 EUR (5.70 %).

II.1.6. Fees and charges revenues and expenditures

II.1.6.1. Hourly rate and fixed fees elements

In 2023 the hourly rate and fixed fees adopted through Commission Implementing Regulation (EU) 2021/1903 indexed according to the Management Board Decision n° 302 have been applied until 31st of December.

The indexed fees and charges for 2024 have been published in ERA Website as of the last days of December 2023.

II.1.6.2. Financial results 2023 for the fees and charges activities

The **budgeted amount** for 2023 for T4, was changed:

- *from 9,670,598 € to 10,859,649 € through a budget amendment adopted by DECISION n° 327 of the Management Board of the European Union Agency for Railways amending Decision n° 311 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2022*

- *from 10,859,649 € to 10,312,858 € through a budget amendment adopted by DECISION n° 341 of the Management Board of the European Union Agency for Railways amending Decision n° 327 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2022*

The data in this chapter provided a multi-annual view of the invoiced amounts organised according to the main categories of applications:

- *Vehicle Authorisations (VA)*

- *Vehicle Authorisations – Conformity to Type (VA CTT)*

- *Single Safety Certificates (SSC)*

- *ERTMS Trackside Approvals (TA)*

Data is presented with a matrix approach in order to capture the time lag between the year of application (displayed by column) and the year of invoicing (displayed by row).

II.1.6.2.1. Revenues

VA applications

		Year of application						Of which	
	Sum of amounts actually invoiced amounts								
Year of invoicing	2019	2020	2021	2022	2023	Grand Total		PoE invoices	NSA invoices
2019	55,385					55,385		0	16,000
2020	710,820	396,525				1,107,344		0	274,724
2021	58,376	1,219,360	295,374			1,573,111		64,935	475,933
2022		315,607	2,327,599	1,117,514		3,760,720		225,830	1,314,617
2022	10,791	4,032	356,000	3,968,064	1,829,987	6,168,874		241,509	1,954,363
Grand Total	**835,371**	**1,935,524**	**2,978,974**	**5,085,578**	**1,829,987**	**12,665,434**		**532,273**	**4,035,636**

VA-CTT applications

		Year of application						Of which	
	Sum of amounts actually invoiced amounts								
Year of invoicing	2019	2020	2021	2022	2023	Grand Total		PoE invoices	NSA invoices
2019	373,100					373,100		0	0
2020	36,660	516,581				553,241		10,205	0
2021		68,055	519,591			587,646		1,625	0
2022	650			1,558,830		1,559,480		0	0
2022					1,621,755	1,621,755		0	0
Grand Total	**410,410**	**584,636**	**519,591**	**1,558,830**	**1,621,755**	**4,695,222**		**11,830**	**0**

SSC applications

		Year of application						Of which	
	Sum of amounts actually invoiced amounts								
Year of invoicing	2019	2020	2021	2022	2023	Grand Total		PoE invoices	NSA invoices
2019	85,540					85,540		0	0
2020	202,899	161,869				364,768		3,770	67,563
2021		783,705	258,744			1,042,449		132,482	319,832
2022		7,410	1,317,553	530,777		1,855,741		269,364	452,696
2022		-1,170	59,533	2,156,299	707,579	2,922,241		377,025	610,675
Grand Total	**288,439**	**951,814**	**1,635,830**	**2,687,077**	**707,579**	**6,270,738**		**782,641**	**1,450,766**

ERTMS TA applications

	Sum of amounts actually invoiced amounts							
Year of invoicing	Year of application						Of which	
	2019	**2020**	**2021**	**2022**	**2023**	**Grand Total**	**PoE invoices**	**NSA invoices**
2019						0	0	0
2020	18,070	9,848				27,918	0	0
2021	28,893	147,810	3,770			180,473	29,120	0
2022	5,623	19,630	142,383	33,543		201,178	27,408	0
2022	1,138	54,633	130,650	228,941	38,133	453,494	53,976	0
Grand Total	**53,723**	**231,920**	**276,803**	**262,484**	**38,133**	**863,062**	**110 504**	**0**

II.1.6.2.2. Expenditures

In the implementation of Title 4, the Agency has closely monitored the following parameters:

- *rate of cashing for fees and charges until year end, including the amending budgets;*

- *the level of commitments and payments for all the expenditure components under the T4;*

- *the level of ERA billed/cashed hours for the VA, SSC and ERTMS TA applications during 2023, as well as the number of actual hours for the VA CTT, for which a fixed rate is applied;*

- *the indexation of the salaries in 2023, as described in section 1.4;*

- *the use of internal (ERA) versus external (NSAs and PoE) resources in the work performed.*

All corresponding commitment and payment credits, cashed for VA, SSC and TA applications, are transferred on a regular basis to the T4 salary budget line (Temporary Agents), with the exception of the OSS fees, which are transferred to the OSS expenditure budget line in T4. Upon the request of the AODs of Title 4 budget lines any other than salaries, the Budget Officer initiates internal transfers within T4 from the salaries budget line (which is used as an intermediary line) to the other T4 budget lines as needed, according to documented budget transfer notes circulated at the management review meetings (taking place monthly and starting March at the latest). If needs occur between two consecutive budget reviews, an exceptional transfer can be requested, and the Management Team is informed accordingly. When making the requests for internal transfers within T4 from the salary budget line to the other T4 budget lines, the respective AODs should take the assigned budgetary envelopes into account, including the split of certain items of expenditure between the titles. Should the AODs identify that the budget envelopes are too high or too low compared to the business needs, they should flag it on the occasion of the management review meetings.

For the salary costs linked to F&C, the CAP Unit performs a calculation of salary costs related to F&C (based on directly billable + indirect FTE use) on a quarterly basis, performed after the end of each quarter, based on the actual number of hours reported in MS Project for the F&C activities during the reference quarter. In their capacity of AOD, the Authorising Officer signs the quarterly note (template) for the calculation of the salaries related to F&C after the end of each quarter. Once the note is signed by the AO, the AOD responsible for salaries expenditure will be able to use the respective commitments and payments appropriations to cover the salaries for F&C activities. Should the amount available on the salary budget lines in T4 be lower than the result of this calculation, the former will be completely used, and the difference will be taken into consideration for the next quarter. In 2023, three notes have been implemented for salary costs related to F&C:

- *20/04/2023 – for 1st Quarter of 2023:*

  - *Amount of € 1.227.036 for TAs*
  - *Amount of € 170.074 for CAs*
- *30/06/2023 – for 2nd Quarter of 2023:*

  - *Amount of € 1,291,388 for TAs*
  - *Amount of € 167,987 for CAs*
- *02/10/2023 – for 3rd Quarter of 2023:*

  - *Amount of € 1,250,416 for TAs*
  - *Amount of € 182,719 for CAs*

Annexes

The budget execution for the T4 budget lines is displayed in the table below:

CI (BL)	Commitment Item Name	Budgeted amount	% total	Paid amount	% total
E.4110	Temporary agents	4 997 777	48.46%	3 768 840	38.87%
E.4111	Contract agents	801 722	7.77%	520 780	5.37%
E.4121	Employer's pension contributions	727 373	7.05%	791 578	8.16%
E.4160	External services	51 979	0.50%	51 979	0.54%
Chapter 41		**6 578 851**	**63.79%**	**5 133 177**	**52.94%**
E.4200	Rentals of buildings and parking facilities	87 693	0.85%	87 693	0.90%
E.4202	Water, gas, electricity and heating	23 000	0.22%	0	0.00%
E.4203	Cleaning and maintenance	33 000	0.32%	35 570	0.37%
E.4205	Security and surveillance	39 600	0.38%	40 116	0.41%
E.4210	Data-processing equipment	48 600	0.47%	47 296	0.49%
E.4211	Software development and purchase	190 000	1.84%	137 726	1.42%
E.4220	Technical installations and office equipment	3 000	0.03%	2 308	0.02%
E.4221	Furniture	2 000	0.02%	2 000	0.02%
E.4222	Departmental removals and associated handling	2 200	0.02%	1 510	0.02%
E.4230	Stationery and office supplies	2 800	0.03%	1 753	0.02%
E.4232	Bank charges	1 000	0.01%	0	0.00%
E.4236	Petty expenses	2 000	0.02%	1 707	0.02%
E.4240	Correspondence and courier expenses	3 000	0.03%	0	0.00%
E.4241	Telecommunication subscriptions and fees	20 000	0.19%	0	0.00%
Chapter 42		**459 893**	**4.46%**	**357 679**	**3.69%**
E.4001	PoE costs - SSC	52 407	0.51%	200 857	2.07%
E.4002	NSA costs - SSC	679 638	6.59%	734 846	7.58%
E.4011	PoE costs -VA	31 200	0.30%	191 825	1.98%
E.4012	NSA costs - VA	1 666 210	16.16%	2 057 324	21.22%
E.4021	PoE costs - TA	231 463	2.24%	29 346	0.30%
E.4310	Delivery SSC, VA, ERTMS Trackside approvals	2 850	0.03%	35 867	0.37%
E.4310	OSS	379 790	3.68%	673 205	6.94%
E.4310	Board of Appeal	34 065	0.33%	24 508	0.25%
E.4340	Operational expenditure Strategic Statement 4	0	0.00%	50 565	0.52%
Chapter 43		**3 077 623**	**29.84%**	**3 998 343**	**41.24%**
E.4400	Dedicated IT systems to support the operations	196 491	1.91%	206 656	2.13%
Chapter 44		**196 491**	**1.91%**	**206 656**	**2.13%**
Title 4		**10 312 858**		**9 695 855**	

	CI (BL)	Commitment Item Name	Budgeted amount	% total	Paid amount	% total
Title 4.1	E.4100	Temporary agents	2 520 000	35.8%	2 674 497	38.3%
	E.4101	Contract agents	365 000	5.2%	363 000	5.2%
	E.4121	Employer's pension contributions	501 620	7.1%	457 787	6.6%
Title 4.2	E.4200	Rentals of buildings and parking facilities	50 000	0.7%	50 000	0.7%
	E.4201	Water, gas and electricity	5 000	0.1%	5 000	0.1%
	E.4203	Cleaning and maintenance	33 549	0.5%	4 233	0.1%
	E.4205	Security and surveillance	20 000	0.3%	13 865	0.2%
	E.4210	Data processing equipment	26 993	0.3%		
	E.4211	Software development	71 917	1%		
Title 4.3	E.4310	OSS	453 418	6.4%	228 057	3.3%
	E.4310	Board of Appeal	25 000	0.4%	15 352	0.2%
	E.4310	Translations and interpretations	335 769	4.8%	335 769	4.8%
	E.4310	Cost of services – NSA's	1 826 965	26%	2 199 380	31.5%
	E.4310	Cost of services – PoE	406 652	5.8%	426 109	6.1%
	E.4370	Operational expenditure Strategic Statement 7	156 929	2.2%	42 861	0.6%
	E.4600	Dedicated IT systems to support the ops (2022)	240 000	3.4%	171 708	2.5%
		TOTAL	**7 038 812**		**6 987 618**	

II.2. Negotiated procedures

Contracts following negotiated procedures under point 11 of Annex 1 FR:

- *Count: 0*
- *Total Amount: € 0*

II.3. Summary of procedures

Excluding real estate contracts and contracts ≤ €15 000:

Type of contract	Count
Supply	0
Services	8
Works	0
TOTAL	**8**

Procedures	Count	Amount (€)
Open	3	2 080 000
Restricted	0	0
Negotiated	5	326 859
Negotiated Competing	0	0
Other - Reopening of competition	1	35 000
TOTAL	**9**	**2 441 859**

Annex III. Building policy

III.1. Current building(s)

Table 1 – current building(s)

#	Building name and type	Location	Surface Area (in m²)			Rental contact					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year) (⁸)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	ERA HQ	120 rue Marc Lefrancq, 59307 Valenciennes, FR	5 250 m² (⁹)	-	5 250 m²	525.046 €	Tacit renewal on yearly basis on a period of 25 years (28/02/2034)	office rental	N	N/A	no
2	Lille Office - Espace International	299 Boulevard de Leeds, 59000 Lille, FR	373.99 m²	54.89 m²	428.88 m²	86.808,08 € [1]	Until 31/12/2026 as per the Addendum n°4 to the Lease contract	meeting premise rental	N	N/A	no
3	Parking des Tertiales - SPL Valenciennes Stationnement	Rue du Fer à Cheval, 59300 Valenciennes, FR	-	-	100 parking places	26 250 €	Tacit renewal on yearly basis	parking rental	N	N/A	no
4	Espace International	13 Avenue le Corbusier 59800 Lille, FR	-	-	1 parking place	2 847,80 €	Until 31/12/2023	parking rental	N	N/A	no
Total			**5 623.99 m²**	**54.89 m²**	**5 678.88 m² + 101 parking**	**640.951,88 €**					

[1] New rent as of 01/09/2023: 77.032€ (following the retrocession to the CCI de région of the cafeteria, 48.3 M²)

Notes:

1. ERA HQ (Valenciennes):

ERA is the only tenant in the ERA HQ building, the Agency exclusively occupies and uses all office and non-office spaces in the building. Therefore, all surface area is included under the 5 250 m² of office space (SHON, terraces are not considered).

2. Lille Office - Espace International (Lille):

ERA shares office spaces with the building landlord (CCI de région) on the 2nd floor. Following the signature of the Addendum n°4 to the main Lease contract signed on 02/08/2023, part of the 428,88 M² of office spaces have been retroceded to the CCI de région, as per the following:

• *As of 01/09/2023, 48,3 M² corresponding to the "cafeteria";*

• *As. of 01/01/2024, the totality of the remaining office space (380,58 M²) while recuperating the offices spaces that had been retroceded to the CCI de région by means of the Addendum n°3 to the Lease contract.*

ERA has an exclusive use of only 67,10 m², "MTG Room Friedrich List" and "Cloakroom" (included under "Office space"⁶) out of the 68,50 m² considered in the rent, the remaining 1,40 m² (included under "Non-office", "2,04% de quote-part des parties communes"⁷) are shared with the landlord and other tenants.

(⁸)   HT = hors taxe (excluding tax), as of 2021

(⁹)   SHON = Surface Hors Œuvre Nette (Net Surface Area), see https://www.service-public.fr/particuliers/vosdroits/F2868

III.2. Building project in the planning phase

Due to the growth of the Agency, the current building in Valenciennes does not offer any longer the required conditions to accommodate staff and activities related to the Agency's role as railways' Authority. Therefore, the Agency has re-allocated the majority of staff members in double office spaces as a short-term solution. Another short-medium term solution is the implementation of teleworking up to the limit set by the Management Board Decision on Teleworking. In parallel, as part of a long-term solution, the Agency and Valenciennes Métropole have started defining the requirements for a new building to accommodate ERA activities after 2027 by means of a Study composed of different phases. In 2018, the Phase I of the Study confirmed that the current ERA HQ cannot accommodate all requirements related to the Agency activities and growth. In 2019 and 2020, the Agency has managed to complete the Phases 2 and 4 of the technical and functional study resulting in the approval of the technical specifications that will be used as the base for the selection of architects in the Phase 3 of the Study. Taking into account the experience gained during the pandemic with large-scale teleworking and new ways of working, the building capacity was revised and the technical project.

In 2022, ERA started the early information procedure under Article 266(2) of the Financial Regulation to have the project formally approved by the EU Budgetary Authority as Valenciennes Métropole was awaiting this approval of the project before the publication of the required procedure for the selection of architects (Study - Phase 3 "Assistance lors de la désignation du maître d'oeuvre et jusqu'en fin de phase APD"). On 31/10/2022 the Agency submitted the technical and financial dossier to the EU Budgetary Authority for the approval of the New ERA building Project. Consequently, the ERA project was presented on the 17/11/2022 to the European Parliament Committee of Budgets in Brussels, where it was noted that the file submitted by ERA was very comprehensive and clear. Following the exchange of views held in the meeting of the Committee of Budgets, some follow-up questions asked by Members during the discussion were sent to ERA. The file was also distributed to the members of the Council's Budget Committee in November 2022 for information only. At this stage, the early information procedure can be considered as closed.

During Q2 2023, Valenciennes Métropole (VM) decided to transfer the building project to the "Banque des Territoires" (BDT) who was supposed to launch the Call for the Architects after the summer break 2023. The plan was to have the BDT providing ERA with a Draft Rental Lease Agreement by the end of March 2024. This draft Lease Agreement would have contained all the financial conditions needed to submit the Final Technical and Financial Dossier to the Budgetary Authority for Decision.

Following discussions between BDT, ERA and VM end of November 2023, it was decided to resume the negotiations on the new building project between VM and ERA only.

In December 2023, the Agency has met the representatives of VM to discuss the New Building Project, confirming the state of play and the next steps:

- VM takes over (back) the project;

- VM is reworking the rental costs as the previous forecasts was done based on 2020 prices;

- VM should provide ERA with updated rental costs by end of February 2024, including a proposal/ draft lease contract. With these two documents, ERA should be able to present the file to the Budget Authority for adoption so that VM shall start the "Concours d'Architectes".

III.3. Building projects submitted to the European Parliament and the Council

See status under previous section.

Annex IV. Organisational chart

Organisational chart as of 31/12/2023

Executive Director (ED)

Railway Systems (RSY)
- Rolling Stock & Fixed Installations (FIRST)
- Safety & Operations (SAFO)
- ERTMS (ERTMS)

ED Office
- *Accounting*
- *Legal*
- *Ethics*
- *Innovation and Technology*

Support to Greece (STG)

Legend

| Department |
| Unit |
| Team |

Planning & Approvals Delivery (PAD)
- Vehicle Authorization (VA)
- Safety Certification (SSC)
- ERTMS Trackside Approval (TA)
- Portfolio Management & Support

Monitoring, Analysis, Research & Stakeholders (MARS)
- Analysis
- Monitoring
- Stakeholders Rel., Academy & Comms

Operational Data (OPD)
- Registers
- Data Information & Governance

Corporate Assurance & Performance (CAP)
- Corporate Performance
- Budget Planning, Monitoring & Control

Resources & Support (RSU)
- Human Resources
- IT & FM

Number of filled posts for each organisational entity[10]

Table 1 - Number of posts for each organisational entity[11]

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
Executive Director (ED)	**7**	**1**		**8**					**8**
ED (general)	7	1		8					8
Railway Systems (RSY)	**54**	**3**	**1**	**58**		**2**		**2**	**60**
RSY (general)	8			8					8
ERTMS & Telematics (ERTMS)	**16**			**16**					**16**
Rolling Stock & Fixed Installations (FIRST)	**17**			**17**		**1**		**1**	**18**
Safety & Operations (SAFO)	**13**	**3**	**1**	**17**		**1**		**1**	**18**
Planning & Approvals Delivery (PAD)	**24**	**10**		**34**					**34**
PAD (general)	4	3		7					7
Safety Certification (SSC)	5			5					5
ERTMS Trackside Approval (TA)	2	1		3					3
Vehicle Authorisation (VA)	9	3		12					12
Portfolio Management & Support	4	3		7					7
Monitoring, Analysis, Research & Stakeholders (MARS)	**28**	**7**		**35**		**2**		**2**	**37**
MARS (general)	5	1		6		1		1	7
Analysis	6			6					6
Monitoring	12			12					12
Stakeholders Relations, Academy & Communications	5	6		11		1		1	12
Operational Data (OPD)	**17**	**3**	**1**	**21**					**21**
OPD (general)	3	1		4					4
Data & Information Governance	7	1	1	9					9
Registers	7	1		8					8
Corporate Assurance & Performance (CAP)	**14**	**3**		**17**					**17**

[10] Expressed in terms of headcount
[11] Expressed in terms of headcount, as of 31/12/2023.

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
CAP (general)	4	1		5					5
Budget Planning, Monitoring & Control	5			5					5
Corporate Governance	5	2		7					7
Resources & Support (RSU)	**18**	**6**		**24**					**24**
RSU (general)	1			1					1
Human Resources	6	1		7					7
IT & FM	11	5		16					16
Support to Greece (STG)	**1**	**1**		**2**					**2**
Grand Total	**163**	**34**	**2**	**199**		**4**		**4**	**203**

Annex V.   Establishment plan and additional information on Human Resources management

V.1.a. Staff population and its evolution in 2023

Human resources	2022			2023		
Establishment plan posts	**Authorised staff**	**Actually filled as of 31/12/2022**	**Occupancy rate %**	**Authorised staff**	**Actually filled as of 31/12/2022**	**Occupancy rate %**
Administrators (AD)	120(12)	118	98.3%	136	134	98.5%
Assistants (AST)	34(13)	32	94.1%	30	29	96.7%
Assistants/Secretaries (AST/SC)	0	0		0	0	-
Total establishment plan posts	**154**	**150**	**97.4%**	**166**	**163**	**98.2%**
External staff	**Authorised staff**	**Executed FTE as of 31/12/2022**	**Execution rate %**	**Authorised staff**	**Executed FTE as of 31/12/2023**	**Execution rate %**
Contract Agents (CA)	36	36	100.0%	36	34	94.4%
Seconded National Experts (SNE)	4	2	50.0%	4	2	50%
Total external staff	**40**	**38**	**95.0%**	**40**	**36**	**90.0%**
Total staff	**194**	**188**	**96.9%**	**206**	**199**	**96.6%**

(12)   One AST post converted to AD as per MB Decision n° 299
(13)   Ibid

Additional external staff expected to be financed from grant, contribution or service-level agreements

Human resources	2022	2023
External staff financed from agreements	**Actual FTE**	**Actual FTE**
Contract Agents (CA)	7	4
Seconded National Experts (SNE)	0	0
Total external staff	**7**	**4**

Structural service providers (¹⁴)

Structural service providers	Actually in place as of 31/12/2023
Infrastructure	1
IT – Service Desk	3
IT - Security	1
Registers (including OSS)	1
Other - Software management/development	2
Total structural service providers	**8**

Interim workers

Interim workers	FTEs in 2022
Total interim workers	0

(¹⁴) Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

V.1.b. Multi-annual staff policy plan – status in 2023

Temporary Agents

Temporary Agents	2022 Authorised budget		2022 Actually filled as of 31/12		2023 Authorised budget		2023 Actually filled as of 31/12	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16		0		0		0		0
AD 15		1		0		1		1
AD 14		0		1		0		0
AD 13		0		0		1		1
AD 12		2		1		2		2
AD 11		11		11		14		14
AD 10		22		20		19		20
AD 9		23		15		19		19
AD 8		22		26		24		21
AD 7		18		16		20		24
AD 6		19[15]		26		25		24
AD 5		2		2		11		8
Total AD		**120**		**118**		**136**		**134**
AST 11		0		0		0		0
AST 10		0		0		0		0
AST 9		2		1		1		1
AST 8		3		3		2		3
AST 7		4		4		4		4
AST 6		4		4		4		3
AST 5		7		6		7		7
AST 4		9		11		9		10
AST 3		5		3		3		1
AST 2		0		0		0		0
AST 1		0		0		0		0
Total AST		**34**		**32**		**30**		**29**
Total AST/SC		**0**		**0**		**0**		
Total TAs		**154**		**150**		**166**		**163**

([15])   One AST 6 post converted to AD 6 as per MB Decision n° 299

Contract Agents

Contract Agents - ERA staff (External personnel)	Authorised 2022	Headcount as of 31/12/2022	Authorised 2023	Headcount as of 31/12/2023
Function Group IV	23	23	23	22
Function Group III	5	7	7	7
Function Group II	6	4	6	5
Function Group I	2	2	0	0
Total	**36**	**36**	**36**	**34**
Contract Agents - External staff financed from Grants, Contrib. & SLAs	Authorised 2022	Headcount as of 31/12/2022	Authorised 2023	Headcount as of 31/12/2023
Function Group IV	5	5	4	3
Function Group III	1	1		
Function Group II	1	1	1	1
Function Group I				
Total	**7**	**7**	**5**	**4**

Seconded National Experts

Seconded National Experts	Authorised 2022	Headcount as of 31/12/2022	Authorised 2023	Headcount as of 31/12/2023
Total	**4**	**2**	**4**	**2**

V.1.c. Use of human resources for the OSS application in 2023

Out of the numbers indicated in Tables V.1.a. and V.1.b, the following resource consumption was linked to the OSS applications in 2023[16]:

Direct hours (billable)	h
VA (includes Notifications 16.4)	15 129
VA CTT	7 528
SSC	9 151
TA	2 137
Total	**33 945**

Non-direct hours	h
Horizontal support	12 066
OSS operation and maintenance	2 231
Helpdesk VA, SSC, TA	2 359
Total	**16 656**

Note: the figures correspond to the work encoded in MS Project for the work carried in 2023, irrespective of the application and billing year.

V.2. Information on engagement grade/function group for each type of post

Key functions	Type of contract (official, TA or CA)	Function group, grade of engagement + Via IAM/EXT selection procedure	Indication whether the function is dedicated to administrative support or operations
Head of Department	0	0	0
Head of Unit	0	0	0
Team Leader	0	0	0
Project Officer	15 TA	EXT AD 5	Operations
Budget Officer	1 TA	EXT AD 5	Administrative
Project Officer	5 CA	EXT FG IV	Operations
Project Officer	0	0	0
IT Officer	1 CA	EXT FG IV	Administrative

V.3. Result of the Agency's job screening exercise[17]

Job Type Category	2022 (%)	2023 (%)	Year 2022	Year 2023	Difference
Administrative support and coordination	**17.56%**	**14.97%**	**37.39**	**31.76**	**-5.63**
Administrative Support	*11.41%*	*9.15%*	*24.30*	*19.41*	*-4.89*
Coordination	*6.15%*	*5.82%*	*13.09*	*12.35*	*-0.74*
Operational	**76.18%**	**78.23%**	**162.2**	**165.95**	**3.75**
Top level Operational Coordination	*7.42%*	*9.94%*	*15.80*	*21.09*	*5.29*
Programme management and Implementation	*56.91%*	*57.24%*	*121.16*	*121.42*	*0.26*
Evaluation & Impact assessment	*6.24%*	*7.81%*	*13.28*	*16.56*	*3.27*
General operational	*5.61%*	*3.03%*	*11.95*	*6.44*	*-5.52*
Neutral	**6.26%**	**6.79%**	**13.33**	**14.41**	**1.08**
Finance / Control	*6.26%*	*6.79%*	*13.33*	*14.41*	*1.08*
Linguistics	*0.00%*	*0.00%*	*0.00*	*0.00*	*0.00*

On average in 2023, the Agency's staff spent 1,400 hours on operational activities, which is higher of 100 hours compared with the current FTE calculation.

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[16] This does not include the work of External Experts
[17] This table includes service providers and existing vacancies within the organisation.

V.4.A. Gender representation

Establishment plan posts	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)			30	18.4%	7	20.6%	37	18.8%
	Assistant level (AST + CA FG I-III + AST/SC)			21	12.9%	9	26.5%	30	15.2%
	Total Female			**51**	**31.3%**	**16**	**47.1%**	**67**	**34.0%**
Male	Administrator level (AD + CA FG IV)			104	63.8%	15	44.1%	119	60.4%
	Assistant level (AST + CA FG I-III + AST/SC)			8	4.9%	3	8.8%	11	5.6%
	Total Male			**112**	**68.7%**	**18**	**52.9%**	**130**	**66.0%**
Total				**163**	**100%**	**34**	**100%**	**197**	**100%**

External staff from Grants	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)					1	25%	1	25%
	Assistant level (AST + CA FG I-III + AST/SC)					1	25%	1	25%
	Total Female					**2**	**50%**	**2**	**50%**
Male	Administrator level (AD + CA FG IV)					2	50%	2	50%
	Assistant level (AST + CA FG I-III + AST/SC)								
	Total Male					**2**	**50%**	**2**	**50%**
Total						**4**	**100%**	**4**	**100%**

Data regarding gender evolution over 5 years of the Middle and Senior management ([18])

Managers	2019		2023	
	Number	%	Number	%
Female	1	12%	2	20%
Male	8	88%	8	80%
Total	**9**	**100%**	**10**	**100%**

Refer also to "Women in transport" project (I.5.5. Ensuring efficient and effective communication (internal and external))

([18]) Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

V.4.B. Geographical balance

Officials, TAs and CAs – data on 31/12/2023

Nationality		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
Establishment plan posts		Number	% of total staff	Number	% of total staff	Number	% of total staff
Austrian		1	0.6%			1	0.5%
Belgian		29	18.6%	15	36.6%	44	22.3%
Bulgarian		1	0.6%			1	0.5%
Croatian		4	2.6%			4	2.0%
Cypriot		1	0.6%			1	0.5%
Czech		1	0.6%			1	0.5%
Danish		2	1.3%	1	2.4%	3	1.5%
Estonian							
Finnish		1	0.6%			1	0.5%
French		19	12.2%	15	36.6%	34	17.3%
German		9	5.8%			9	4.6%
Greek		8	5.1%	1	2.4%	9	4.6%
Hungarian		3	1.9%			3	1.5%
Irish		1	0.6%			1	0.5%
Italian		24	15.4%	4	9.8%	28	14.2%
Latvian							
Lithuanian		2	1.3%			2	1.0%
Luxembourg							
Maltese							

Nationality Establishment plan posts		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
		Number	% of total staff	Number	% of total staff	Number	% of total staff
Dutch		3	1.9%			3	1.5%
Polish		8	5.1%	2	4.9%	10	5.1%
Portuguese		4	2.6%			4	2.0%
Romanian		10	6.4%	2	4.9%	12	6.1%
Slovakian		1	0.6%			1	0.5%
Slovenian							
Spanish		20	12.8%	1	2.4%	21	10.7%
Swedish		1	0.6%			1	0.5%
British		3	1.9%			3	1.5%
Total		**156**	**100%**	**41**	**100%**	**197**	**100%**

Nationality External staff financed from Grants		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
		Number	% of total staff	Number	% of total staff	Number	% of total staff
French		1	33.3%			1	25%
Italian		1	33.3%			1	25%
Romanian				1	100%	1	25%
Spanish		1	33.3%			1	25%
Total		**3**	**100%**	**1**	**100%**	**4**	**100%**

– The AACC granted the Brexit exception to 5 UK Nationals as provided for in the Arts 12(2), 47 and 119 of the CEOS.

– ERA may engage citizens from EEA states (Iceland, Liechtenstein and Norway), but does not receive any applications from these countries.

Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality Establishment plan posts		2018		2022	
		Number	%	Number	%
Belgian		34	19.5%	44	22.1%

Annex VI.   Human and financial resources by activity

VI.1. Planned (SPD 2023)

Activity	Revenue source	2023			
		Σ FTE	TA	CA + SNE	Budget €
Strategic Statement 1	EU contribution	45.4	41.6	3.8	8,376,125
	Fees and charges	*29.1*	*22.3*	*6.8*	*7,451,321*
	Grant, C. & SLA	*3.1*	*2.4*	*0.7*	*475,410*
Strategic Statements 2-3	EU contribution	3.6	2.9	0.7	667,943
Strategic Statement 4	EU contribution	22.4	18.8	3.6	3,862,208
	Fees and charges	*5.2*	*4.0*	*1.2*	*1,826,773*
Strategic Statement 5	EU contribution	0.0	0.0	0.0	0
Strategic Statement 6	EU contribution	3.1	3.1	0.0	564,902
Strategic Statement 7	EU contribution	8.9	4.1	4.8	1,854,087
	Grant, C. & SLA	*1.0*	*0.2*	*0.8*	*0*
Strategic Statement 8	EU contribution	29.4	19.9	9.5	4,835,075
Strategic Statement 9	EU contribution	26.5	18.5	8.0	5,049,440
M&A[19]	EU contribution	16.8	14.5	2.3	3,009,808
	Fees and charges	*6.3*	*4.9*	*1.4*	*1,554,241*
Σ EU contribution		**156.1**	**123.4**	**32.7**	**28,219,589**
Σ Fees and charges		**40.6**	**31.2**	**9.5**	**10,859,649**
Total EU contrib. & Fees and Charges		**196.8**	**154.6**	**42.2[20]**	**39,079,238**
Σ Grant, Contr. & SLA		***4.1[³]***	***2.6***	***1.5***	***475,410[21]***
Grand Total		***200.8***	***157.2***	***43.6***	***39,554,648***

[19]   ERA management and administration (incl. Meetings, missions, other costs).
[20]   Distribution of resources is based on the real allocation of FTEs between projects/services. While 3 CAs are envisaged for System Pillar and 1 CA for IPA in terms of headcount, other staff with TA contracts are also allocated to support these streams of work.
[21]   Amount on Grants, Contrib. & SLAs reflect the actual cash flows, not the real staff cost

VI.2. Actuals (CAAR 2022)

Activity	Revenue source	2023			
		Σ FTE	TA	CA + SNE	Budget €
Strategic Statement 1	EU contribution	38.2	35.3	2.9	€ 6,245,068
	Fees and charges	32.2	24.6	7.6	€ 7,411,745
	Grant, C. & SLA	3.1	2.5	0.7	€ 475,410
Strategic Statements 2-3	EU contribution	3.0	2.4	0.6	€ 1,144,858
Strategic Statement 4	EU contribution	23.2	20.5	2.8	€ 4,051,090
	Fees and charges	7.0	5.4	1.6	€ 1,849,498
Strategic Statement 5	EU contribution				
Strategic Statement 6	EU contribution	3.8	3.8		€ 1,236,564
Strategic Statement 7	EU contribution	10.9	3.7	7.2	€ 2,545,757
	Grant, C. & SLA	1.3	0.3	1.1	€ 0
Strategic Statement 8	EU contribution	30.0	20.6	9.4	€ 5,036,571
Strategic Statement 9	EU contribution	24.8	17.8	7.0	€ 5,036,713
M&A[22]	EU contribution	8.9	8.0	0.9	€ 2,922,969
	Fees and charges	7.7	5.9	1.8	€ 1,051,615
Σ EU contribution		142.8	112.1	30.7	€ 28,219,589
Σ Fees and charges		48.1	38.1	10.1	€ 10,312,858
Total EU contrib. & Fees and Charges		**190.9**	**150.1**	**40.8**	**€ 38,532,447**
Σ Grant, Contr. & SLA		3.1	2.5	0.7	€ 475,410
Grand Total		**194.1**	**152.6**	**41.5**	**€ 39,007,857**

[22]   ERA management and administration (incl. Meetings, missions, other costs).

Annex VII. Fees and Charges

VII.1. Volumes

Cumulatively since 2019, around 70,400 vehicles have been authorized, 211 Single Safety Certificates and 14 ERTMS Trackside Approvals have been issued. The number of applications received by the Agency is higher than expected and indeed estimated in the impact assessment which accompanied the 4th Railway Package. Moreover, the rate of new applications is still growing sharply.

The number of SSC applications with an area of operation in one single Member State keep showing a growing trend, reflecting the applicants' choice of ERA as their preferred safety certification body. The process is well established allowing to cope with all applications within the legal deadlines. In the ERTMS Trackside Approvals domain, the number of approvals issued following the request of the applicants to proceed with the decision doubled the previous' years records. Applications reusing ERTMS trackside solutions were processed in 2023, which is expected to further improve harmonised solutions and interoperability.

The lean and highly efficient process allowing the Agency to process the authorisation for placing on the market of each of "all-EU" freight wagons manufactured for the European market and thousands of other vehicles for cross-border and single-Member State operation continues to deliver with less than 6 FTEs and with an average duration of close to 3 working days.

The Agency has delivered the Vehicle Authorisations within a consolidated process, where applicants with the appropriate level of quality and preparation can fulfil their obligations and responsibilities in order to ensure conformity with essential requirements enabling that the vehicle may be placed on the market and may be used safely in the area of use.

Year	Vehicle Authorisations	Single Safety Certificates	ERTMS Trackside Approvals
2023	1837 (21 726 vehicles)	76	10
2022	1861 (17 508 vehicles)	66	2
2021	1307 (14 796 vehicles)	41	2
2020	934 (11 099 vehicles)	20	0

For any information on Fees and Charges budget for 2023, please refer to Annex II, section 1.6.

Regarding information on Human Resources deployed for the OSS applications, please refer to Annex V, section 1.c.

VII.2. Customer satisfaction

The following chart represents the OSS Services satisfaction levels in the satisfaction survey from the Agency' Service Desk:
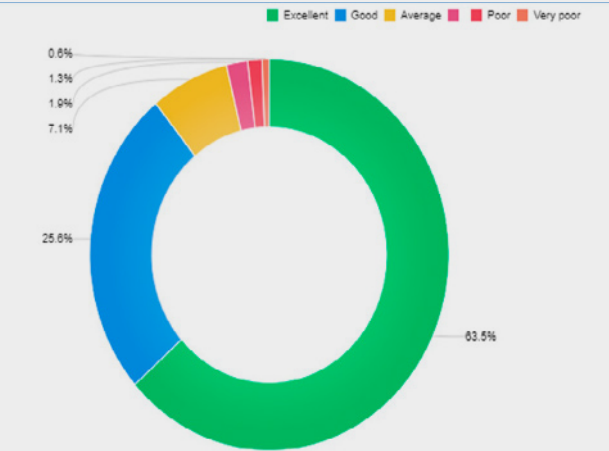
Annex VIII. Grant, contribution or service-level agreements

	Date of signature	Total amount (EUR)	Duration	Counterpart	Short description	Financial and HR impacts	2022	2023
				General information			2022	2023
Grant Agreements								
1. IPA (2019/410-319)	04/12/2019	450,000	48 months 01/01/2020 – 31/12/2023	DG NEAR	Continuation of pre-accession support to the EU candidates and potential candidates (Western Balkans and Turkey)	Amount (EUR)	0	0
						Nº of CAs	1	1
						Nº of SNEs	0	0
2.EUMedRail (ENI/2016/359-727)	31/12/2016	2,000,000	84 months 01/01/2017 – 31/12/2023	DG NEAR	Implementation of the action EUMedRail - EuroMed Rail Safety and Interoperability Project	Amount (EUR)	247,450	0
						Nº of CAs	3	1
						Nº of SNEs	0	0
Total Grant Agreements						**Amount (EUR)**	**247,450**	**0**
						Nº of CAs	**4**	**2**
						Nº of SNEs	**0**	**0**
Contribution Agreements								
1. System Pillar Amendment Nº1 (MOVE/C4/SUB/2021-454/ S12.852702)	15/07/2021	680,960	16/07/2021 – 01/05/2025	DG MOVE SRD.3	Provide a financial contribution to finance the implementation of the action ERA support to the Railway System Pillar	Amount (EUR)	0	225,410
						Nº of CAs[23]	3	3
						Nº of SNEs	0	0
2. Access to OSS	13/12/2019	20,000	Until the signature of a Cooperation Agreement	Federal Office of Transport (FOT) of Switzerland	Admin. Arrangement between the Swiss Federal Office of Transport and ERA[24]	Amount (EUR)	10,000	0[25]
						Nº of CAs		
						Nº of SNEs		
3.Technical support on the deployment of the European Rail Traffic Management System in Greece (REFORM/ IM2023/022)	08/11/2023	250,000	3 months 11/09/2023 - 10/12/2023	DG REFORM	Technical support on the deployment of the European Rail Traffic Management System in Greece	Amount (EUR)	0	250,000
						Nº of CAs	0	0
						Nº of SNEs	0	0
Total Contribution Agreements						Amount (EUR)	10,000	475,410
						Nº of CAs	3	3
						Nº of SNEs	0	0
Total						**Amount (EUR)**	**257,450**	**475,410**
						Nº of CAs	**7**	**5**
						Nº of SNEs	**0**	**0**

[23] As per Annex III of the Contribution agreement,- One full time project manager in charge of the coordination of ERA experts, sector working groups, and interfacing with the System Pillar governance bodies and the ERJU management – Plus a total of one full-time equivalent distributed between safety and interoperability expertise.
The recruitment process of the three CAs launched in 2021 was not finalised at end 2021

[24] In exchange of the access granted by the Agency to the OSS, the FOT accepts to pay a service fee, payable annually.

[25]

Annex IX - Reporting on the Contribution Agreement MOVE/C4C4/SUB/2021-454/S12.852702 – ERA contribution to the System Pillar

IX.1. Summary and context of the Action

The Agency is:

- *System authority for telematic applications and ERTMS, and*

- *EU technical body for:*
  - *the development of a common approach to safety, and*
  - *the enhancement of the level of interoperability of the EU rail system.*

In this context, the Agency contributes to the System Pillar (SP) activities of EU Rail JU.

The 'Action' relates to the Agency's input/involvement/contribution to the work on the System Pillar within EU Rail JU.

To compensate the Agency resources allocated to the System Pillar activities, a Contribution agreement MOVE/C4/SUB/2021-454/S12.852702 has been signed with DG MOVE on 15/07/2021.

An amendment N°1 to the Contribution agreement with extension of the contract end date to 01/05/2025, a total estimated cost of 680K€, and 3 FTEs was signed on 08/02/2022.

An amendment N°2 to the Contribution agreement was signed on 26/04/2023 with an adjustment of the instalments, and without any change of the total budget.

The action was implemented within the Agency under the service 1240: Management of Innovation and long-term evolution of the Agency.

IX.2. Actual results from 01/01/2023 to 31/12/2023

The Agency's contribution to the SP activities were focused on critical matters: KPIs, Operational Concept, System Architecture, Governance, Agency needs from EU Rail JU, Standardisation and TSI input Plan. Specific coordination meetings were organised with EU Rail JU System Pillar Head of Unit and the System Pillar Core Group members.

The Agency delivered the following outputs:

- *Agency experts participated in the System Pillar Core Group (SPCG) meetings and workshops*

- *Internal weekly meetings were organised to coordinate the Agency's inputs to the System Pillar Core group*

- *Several position papers / inputs to the SP were provided:*
  - *ERA position paper on EGNOS sent to EU-Rail on 18/01/2023*
  - *ERA comments on the Standardisation & TSI input plan documents sent to EU-Rail on 18/01/2023*
  - *ERA inputs to the Granularity scoping paper provided to EU-Rail during the SPCG meeting of 06/02/2023 followed by a bilateral meeting with the consultant on 15/02/2023*
  - *ERA inputs to PRAMMS on cybersecurity - 2 meetings on 03 & 14/03/2023*
  - *ERA inputs to modelling approaches provided to EU-Rail on 21/03/2023*
  - *ERA position on CDM sent to EU-Rail on 27 & 24/04/2023*
  - *ERA position on KPIs sent to EU-Rail on 28/04/2023*
  - *ERA comments on SP CDM sent to EU-Rail on 24/05/2023*
  - *ERA comments on EGNOS & Absolute train positioning sent to EU-Rail on 23/05/2023*
  - *ERA comments on Task 4 Standardisation documents sent to EU-Rail on 17/05/2023*
  - *ERA comments on the draft STIP documents sent to EU-Rail on 23/05/2023*
  - *ERA comments on EU-Rail and Harmonisation sent to EU-Rail on 02/06/2023 for the SPSG meeting of 09/06/2023*
  - *ERA comments on SPT2MIG questionnaire, follow up on first remit delivery: Analyse national situations, product, and deployment constraints sent to EU-Rail on 13/06/2023*
  - *ERA comments on System Pillar - economic FWC for Modularity sent to EU-Rail on 26/06/2023*
  - *ERA comments on "GNSS Augmentation for Rail based on EGNOS Work packages breakdown structure" sent to EU-Rail on 05/07/2023*
  - *ERA comments on "Absolute train positioning baseline exercise" sent to EU-Rail on 25/08/2023*

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- *ERA comments on Maturity Checkpoint (MC) for FP6 sent to EU-Rail on 28/08/2023*
- *Documents (CAAR 2022 accepted by DG MOVE & Management declaration signed) requested by DG MOVE financial services for payment of the 2nd instalment sent on 29 & 30/08/2023*
- *Draft document ERA contribution to the SP work on system architecture circulated to the ERA internal SP Team on 15/09/2023*
- *ERA approval of Task 4 document WP3.1 FDFTO-ERTMS/ETCS on Safe Train Length/Integrity in Polarion on 02/10/2023*
- *ERA comments on the 1st consolidated STIP sent to EU-Rail on 25/10/2023*
- *ERA needs for the STIP version 2 sent to EU-Rail on 26/10/2023*
- *ERA position on 'Linking approach with ERA on the CCS/ TMS Data Model with ERA vocabulary' sent to EU-Rail on 13/11/2023*
- *ERA comments on the 'Granularity Concepts and Principles' documents sent to EU-Rail on 18/11/2023*
- *ERA advice on STIP document sent to EU-Rail on 11/12/2023*

IX.3. Difficulties encountered and measures taken

The System Pillar activities required availability of Agency experts mostly from the Railway System Department.

The amended Contribution agreement signed with DG MOVE allowed ERA to offer 3 additional CAs contracts from April to September 2022 to help compensating the effort required from the experts.

A draft amendment N°3 to the contribution agreement was informally submitted to DG MOVE in December 2023 with:

- *an extension of the contract end date to 01/09/2025 that is the end date of the contract of the last hired CA, and*
- *a budget increase of +287.22K€.*

The budget increase comes from:

- *All of the 3 CAs belong to the highest CA category (two FGIV 16, and one to FGIV 14);*
- *Two exceptional indexations of the basic salaries of +2.4% and 3.5% in 2022;*
- *Increase of the weighting factor for France from 115.6% to 119.5% in 2023;*
- *Step increase of +4,2% in 2024 (after two years of service);*
- *Yearly travel fees paid in June;*
- *Removal expenses paid in 2025, and*
- *End of contract after 3 years of service.*

On 01st of October one of the CAs succeeded in an internal selection and moved to the PAD Unit under a new contract. Therefore, the draft amendment N°3 presented to DG MOVE needs to be reviewed with different figures for 2024 & 2025.

The main encountered difficulty is to ensure a constant alignment between:

- *the contract agreement end date, and the CAs end of contract dates, and*
- *the budget of the contribution agreement, and the real costs of the 3 CAs. Effectively, the recruitment process does not allow hiring within a short time, and the offered limited period contract is not very attractive. Experience has shown that over a contract agreement period of 29 months (from 15/07/2021 to 31/12/2023) only 13 months have seen 3 CAs fully employed. This represents 44.8% of foreseen resources.*

In addition, according to the COUNCIL REGULATION (EU) 2021/2085, the Joint Undertakings, which EU-Rail is part of, are set up as Union bodies for a period ending on 31st December 2031.

ERA's contribution to the SP pillar activities would be needed until 31st December 2031. The contribution agreement end-date should be then extended until that date.

IX.4. Information on the implementation of the Visibility and Communication Plan

An internal information session on the System Pillar was undertaken within the Railway System Department on 26/01/2023.

Several internal meetings were organised to inform and exchange with the ERA experts of the SP activities.

IX.5. Breakdown of total costs up to 31/12/2025

The estimates have been established in the breakdown of total costs with the following assumptions:

■ *There will be only two CAs hired under the contract agreement in 2024.*

■ *A 3rd CA will be hired from 01/01/2025.*

As per the Contribution agreement & the estimated costs till 31/12/2025 with the above assumptions

	2021	2022	2023	2024	2025	Total
Agreed costs (K€) as per amendments N°1 & 2 to contribution agreement	0	166.05	225.83	230.34	58.74	680.96
2022 and 2023 actual costs - 2024 & 2025 estimates (K€) (2 CAs in 2024 & 3 CAs in 2025)	0	178.08	277.93	206.17	304.50	965.77

This represents a budget increase of +284.81K€.

As per Service 1240 management

The resources consumed by service 1240 as at end of December 2023 and recorded under the Agency project management tool was of 4 063 working hours spread over the Agency contributors.

This represented 3.13 FTEs.

IX.6. Summary of controls carried out

The action is managed according to the Agency internal processes: IMS, PAD, and Internal Control.

■ *IMS: IMS documentation related to the service 1240 was established and applied.*

■ *PAD: Monthly reports were established and collected by the PAD Unit. The monthly reported elements were consolidated in the Agency dashboard, reviewed by the Agency Management and the Agency Management Board.*

■ *Internal Control: Risks management was undertaken and included as part of the monthly reports.*

IX.7. Request for payment

2023

■ *A request for payment of the second instalment of 225.41K€ has been issued in July 2023.*

■ *The payment was received on 12th September 2023.*

2024

■ *As per amendment N°2 to the Contribution agreement, an instalment of 205.55K€ is foreseen in 2024.*

IX.8. Work plan and budget forecast for the next reporting period 2024

The results of the internal arbitration process for the SPD 2024 allocated 3FTEs to the service 1240 with the following work plan.

■ *Contribution to the System Pillar activities - At least 2 position papers / comments on SP documents delivered*

■ *ERA use of outputs from EU Rail JU - Mature CRs from the SP integrated into the ERA CCM process*

■ *Technological watch activity - Update of the compelling vision published on ERA website before 31/12/2024.*

Annex X. Environmental management

The Agency is committed to promote a culture of sustainability acting in a responsible and sustainable manner. Concern for the environment and promoting a broader sustainability agenda are integral to ERA's professional activities and the management of the organisation. In addition, the Agency is committed to urgently respond, within the boundaries of its mandate and capacity, to the ongoing energy crisis.

The Agency's aim is to follow and to promote good sustainability practice, to reduce the environmental impacts of its activities and to help its stakeholders to do the same. The Agency's existing environment principles are covered under the following broader topics:

Green building	Climate protection	Environmental preferable purchasing
Transportation	Waste reduction and recycling	Sustainable resource management

ERA's wider work in the railway sector, including its authority and policy contribution to a fully-fledged functioning Single European Railway Area, is covered under the Achievements of the Year, in particular Strategic Statement 2 and the specific project designated to "Green agenda" (ERA1234).

In addition to the broader policy context related to the Green Deal, the Agency pays attention to the environmental impact of its day-to-day operations (i.e. to its building, staff, management, administration, and functioning).

X.1. Environmental initiatives Actions in 2023

Action	Area	Target	Coor.	Status	Additional information
Reducing temperature in the building as agreed/recommended by French authorities, with no possibility for additional electric heating devices	A. Consumption of resources (energy & utilities)	immediately	RSU/FM	Done	
Repair/replace faulty sensors to solve lights always on in some offices	A. Consumption of resources (energy & utilities)	immediately	RSU/FM	Done	
Reduce/stop heating and cooling in underutilised spaces, allow for settings management at office level	A. Consumption of resources (energy & utilities)	Q1 2023	RSU/FM	Done	HVAC programmed to stop at 10:00 if staff is not present (winter - spring).
Adjust auto-off settings of lights, reducing light level whenever possible, add manual switches for "hard off" (not even activated with motion sensor), consider lights off beyond working hours	A. Consumption of resources (energy & utilities)	Q1 2023	RSU/FM	Done	
Remove some neon tubes and/or replace them with LED in garage	A. Consumption of resources (energy & utilities)	Q2 2023	RSU/FM	Done	Neon tubes replaced by LED in the parking space.
Internal communication campaign on various topics such: energy efficiency, cycling to work and composting	A. Consumption of resources (energy & utilities) B. Reduction of carbon footprint related to staff commuting I. Corporate Social Responsibility (CSR), staff involvement in environmental issues	Q4 2023	MARS/SAC	Done	The campaign on composting has been done (possibility to buy composters at lower price with Valenciennes Métropole).

Action	Area	Target	Coor.	Status	Additional information
Purchase of bike repair station (or repair kit with pump)	B. Reduction of carbon footprint related to staff commuting	Q2 2023	RSU/FM	Done	A pump and a repair kit available upon demand.
Replace bottled water at events with alternative, less waste generating means (e.g. distributing ERA-branded reusable water bottles, order of returnable bottle products with a deposit fee)	F. Waste generation reduction, sorting and recycling	Continuous	MARS/SAC	Done	This is now a standard practice (e.g. last Rail safety days in Tallinn).
Include recyclable packaging in the criteria of the catering contract	F. Waste generation reduction, sorting and recycling	Contract renewal	RSU	Done	This is now a standard practice.
Set-up of ERA Environment (Volunteering) Group to drive dissemination actions, collect ideas and push for the progress of environment actions	I. Corporate Social Responsibility (CSR), staff involvement in environmental issues	Q1 2023	CAP	Done	Quarterly coordination meetings, 10+ membership.
Promotion of the transition rally organised as part of the European week of sustainable development in Valenciennes	I. Corporate Social Responsibility (CSR), staff involvement in environmental issues	Q3 2023	MARS	Done	Active involvement of some ERA staff.
Blood donation organised with ERA staff	I. Corporate Social Responsibility (CSR), staff involvement in environmental issues	Q2 2023	ERA	Done	

X.2. Environment management achievements of ERA until 2022[26]

2022

- Implementation of SYSPER having in view the digitalisation of formerly paper-based processes and reduce paper use
- Reduction in the number of missions and limited use of the Lille premises
- Donation of old laptops to local charities and associations through the Mairie de Valenciennes

2021

- Introduction of the new SharePoint system - having in view the advancement of DMS digitalisation and reduction of paper use
- Suspension of staff missions and in-house ERA events, only allowing the absolutely essential ones, when possible, organising them online instead as a consequence of Covid-19 pandemic
- Providing ERA branded cloth masks through Better Together project (to reduce use of surgical masks)
- Reusable water bottles provided for the participants of the Rail Safety Days 2021 event instead of disposable cups

2020

- Substitution of the purchase of single use plastic cups for paper cups
- Participation of the Agency at the virtual EU interinstitutional Greening Network meeting

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[26] Based on the Environmental measures implemented at ERA status note (internal), complemented with other achievements

- Suspension of staff missions and in-house ERA events, only allowing the absolutely essential ones, when possible, organising them online instead as a consequence of COVID-19 pandemic

2019

- Installation of LED lighting systems in the HQ ground floor corridor
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2018

- Refurbishment of all meeting rooms in the ERA HQ (installation of LED lighting systems inside the MTG A131, B003-B005, B016, B017, and B018).

2017

- Installation of recycling stations for offices supplies in the ERA HQ
- Purchase of eco office supplies and LED desk lamps
- Communal areas of the HQ refurbished with eco-friendly material
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2016

- Installation of recycling stations in the HQ
- Replacement of old fridges with new ones consuming less energy
- Deployment of power off scripts for laptops left powered on
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2015

- Implementation of recycling and sustainable purchases via two catering contractors
- Recycling workshop from the French local authorities to explain the recycling in France organized by FM attended by colleagues within ERA (23/04/2015)

2014

- Installation of the recycling station at the canteen, plastic cup collection station, plants in the reception and library, installation of recycling bins in the meeting rooms at the headquarters
- ERA started the gradual introduction of paper orders that have environmentally friendly label (Ecolabel/Blauer Engel), and also labelled FSC. By today ERA purchases products labelled "FSC Recycled" (manufactured with 100% recycled fibre of which at least 85 percent is PCW recycled material).

Annex XI. Procurement plan

Title	Description	Schedule	Market ceiling	Type of Contract	Status
InnoTrans sqm and AUMA fees	Innotrans is the leading international trade fair for transport technology and takes place every 2 years in Berlin. ERA participates as an exhibitor in 2024. Sqm must be booked one year before the event.	Q1	50,000.00 €	Direct contract	Completed
Conference on Multimodal Transport	Conference on Future of Multimodal Freight Transport on 25-26 October in Hamburg, Germany	Q1	35,000.00 €	Framework Contract	Completed
Services d'interprétation	Interpretation services ("simultanée, consécutive, chuchotée") are required for meetings/events organized by the Agency in France (mainly Valenciennes and Lille) or abroad.	Q1	830,000.00 €	Framework Contract	Completed
ERA Information Systems Development 7 (ESP-EISD 7)	Open procurement procedure for the provision of external services aimed to the off-site development of information systems and related studies and support	Q3	5,000,000€	Framework Contract	Postponed to 2024
Call for tender for Framework contract on Event services	The Agency seeks a contractor to organise its major events planned for 2024-2027	Q3-Q4/ 2023	2,000,000€	Framework Contract	Postponed to 2024
ERTMS Conference	Valenciennes, Q2/2024 Important biennial conference by ERA as system authority for ERTMS	Q3/2023 - Q2/2024	220,000 €	Direct contracts (interim period until FWC is in place)	Done through SCIC FWC
20 Years ERA	Valenciennes.	Q3/2023 - Q2/2024	30,000 €	Direct contracts (interim period until FWC is in place)	Done through SCIC FWC
Linked Data/ Digitalisation in Rail- Conference	Place tbc, important conference on digitalisation and data developments in railways Q2/2024	Q3/2023 - Q2/2024	150,000 €	Direct contracts (interim period until FWC is in place)	Done through SCIC FWC
Belgian Presidency event – Connecting Europe Days	Venue and content tbc (Q1-Q2/2024)	Q4/2023 - Q1/2024	25,000 €	Direct contracts (interim period until FWC is in place)	Done through SCIC
Satellite for rail conference in Madrid	Organisation of the Satellite for rail conference in Madrid on 13 & 14th September 2023.	Q3 (August 2023)	18 000€	Direct Contract	Completed

Planned use in 2023 of existing framework contracts

Use of FRAMEWORK CONTRACTS					
Local Identifier	User Reference	Expiry Date	Paid in 2022	To be committed in 2023 (estimated)	Paid in 2023
PMO contract / AMEX GLOBAL BUSINESS TRAVEL	Travel Agency services (missions)	31/03/2024	44 170.08	100 000 EUR	47 365.49
ERA 2021 07 FWC	Catering services (Valenciennes)	08/12/2025	15 449.50	30 000 EUR	27 645.65
ERA 2018 36 FWC	ASSISTANCE ERTMS TRACKSIDE APPROVAL	28/04/2023	24 090.00	30000 EUR	29 346.00
ERA 2019 02 FWC	Interpretation services	12/08/2023	89 652.86	125 000 EUR	138 387.49
ERA 2019 06 FWC	ESP-EISD6 - Off site IT services	28/07/2024	163 161.16	1 000 000 EUR	330 142.29
ERA 2021 02 FWC	Consultancy support on Vehicle Authorisations applications	06/01/2026	42 393.76	350 000 EUR	37 275.00
ERA 2022 03 FWC	DEVELOPMENT OF TRAINING PRODUCTS FOR THE EU AGENCY FOR RAILWAYS KNOWLEDGE HUB	31/08/2026	7 664.00	85 000 EUR	78 056.00
ITCON ESMA 2022 02	ESMA ICT Consultancy	18/10/2026	NA	1 250 000 EUR	528 789.96
SCIC/C1/2018/FWC/02	SCIC EVENT MANAGEMENT SERVICES - LOT 2	23/07/2023	327 619.94	360 000 EUR	118 427.61
OC_EFSA_COM_2019_01 LOT 2-01	DEVELOPMENT OF STATIC AND INTERACTIVE INFORMATION AND STORYTELLING PRODUCTS	22/06/2024	14 979.12	70 000 EUR	14 666.26
OC_EFSA_COM_2019_01 LOT 1-01	DEVELOPMENT OF INTEGRATED COMMUNICATION CAMPAIGNS	10/05/2024	NA	90 000 EUR	29 166.81

Annex XII. Final annual accounts

XII.1. Provisional([27]) annual accounts: balance sheet

	Note	31/12/2023	31/12/2022
A. NON CURRENT ASSETS			
Intangible assets	3.5.2.1	643 075	1 569 404
Property plant and equipment	3.5.2.2	257 923	383 491
Land and buildings		38 987	44 243
Plant and equipment		287	377
Computer hardware		190 585	294 739
Furniture and vehicles		24 032	31 268
Other fixtures and fittings		4 032	12 864
Non-current receivables	3.5.2.3	31 898	31 898
TOTAL NON-CURRENT ASSETS		**932 896**	**1 984 793**
B. CURRENT ASSETS			
Pre-financing		0	0
Pre-financing with consolidated entities		0	0
Exchange receivables and recoverables	3.5.2.4	6 817 067	5 926 631
Current receivables		1 247 350	947 601
Sundry receivables		84 381	62 707
Current receivables with consolidated entities		697 864	205 482
Accrued income with consolidated entities		0	0
Accrued fee income		4 364 550	4 376 469
Accrued income (other)		63 417	13 666
Deferred charges		359 505	320 706
Non - exchange receivables and recoverables	3.5.2.5	108 862	116 292
Current receivables Member States		108 862	116 292
Other receivables			
Cash and cash equivalents	3.5.2.6	5 525 669	3 516 447
TOTAL CURRENT ASSETS		**12 451 598**	**9 559 370**
TOTAL ASSETS		**13 384 494**	**11 544 164**

([27]) The Annual accounts will be proposed for adoption in June 2024 to the Management Board.

	Note	31/12/2023	31/12/2022
A. NET ASSETS	**3.5.2.7**	**10 311 780**	**8 705 622**
Accumulated surplus/deficit		8 705 622	7 580 118
Economic result of the year-profit+/loss-		1 606 158	1 125 504
B. NON CURRENT LIABILITIES		**0**	**0**
Pension and other employee benefits		0	0
Provisions for risks and liabilities		0	0
TOTAL NON-CURRENT LIABILITIES (A+B)		**10 311 780**	**8 705 622**
C. CURRENT LIABILITIES		**3 072 714**	**2 838 542**
Provisions for risks and liabilities	**3.5.2.8**	**0**	0
Accounts payable	**3.5.2.9**	**1 162 195**	**488 718**
Current payables		100 000	0
Sundry payables		33 947	92 067
Accounts payable with consolidated EC entities		1 028 248	396 651
……*Prefinancing received from consolidated EC entities*		1 028 248	*396 651*
……*Other accounts payable against consolidated EC entities*		0	0
Accrued charges and deferred income	**3.5.2.10**	**1 910 519**	**2 349 824**
Accrued charges		1 892 797	2 340 668
Deferred income		0	0
Other passive accruals & deferrals		0	0
Deferrals and accruals with consolidated EC entities		17 722	9 156
TOTAL CURRENT LIABILITIES		**3 072 714**	**2 838 542**
TOTAL LIABILITIES		**13 384 494**	**11 544 164**

XII.2. Statement of financial performance

STATEMENT OF FINANCIAL PERFORMANCE	Note	31/12/2023	31/12/2022
Subsidy received	3.5.3.1	28 877 678	27 523 814
Title 1&2		24 934 847	23 348 444
Title 3		3 284 742	3 586 701
Part of IPA subsidy used in current year		168 428	186 293
Part of EUMEDRAIL pre-financing used in current year		96 319	306 118
Part of System Pilar agreement used in current year		277 935	178 080
Part of ERTMS support to Greece used in current year		226 720	0
To be reimbursed (Budget outturn)		-111 313	-81 821
Revenue from adjustment/provisions		0	0
NON-EXCHANGE REVENUES	**3.5.3.1**	**28 877 678**	**27 523 814**
Fee income		11 386 724	9 850 423
Fixed Assets related income		0	0
Exchange rate differences gains		304	1 667
Bank interest		180 061	14 266
Income from other exchange operations (3rd parties)		40 276	34 111
Income from consolidated EU entities		0	422
EXCHANGE REVENUES	**3.5.3.1**	**11 607 365**	**9 900 889**
TOTAL REVENUES		**40 485 043**	**37 424 702**
Operational expenses	3.5.3.3	6 426 030	5 639 179
Staff and Pension costs	3.5.3.2	27 094 938	25 095 408
Finance costs		2 173	4 517
Other expenses		5 355 744	5 560 095
Property plant and equipment related expenses	3.5.3.2	2 284 572	2 397 047
Other Administrative Expenses	3.5.3.2	3 066 320	3 160 528
Exchange rate differences losses		4 852	2 520
TOTAL EXPENSES		**38 878 885**	**36 299 198**
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES		**1 606 158**	**1 125 504**
ECONOMIC RESULT OF THE YEAR		**1 606 158**	**1 125 504**

XII.3. Statement of changes in net assets

Capital	Reserves		Accumulated Surplus / Deficit	Economic result of the year	Capital (total)
	Fair value reserve	Other reserves			
Balance as of 31 December 2022	**0**	**0**	**7 580 118**	**1 125 504**	**8 705 622**
Changes in accounting policies	0	0	0	0	0
Balance as of 1 January 2023 (if restated)	**0**	**0**	**7 580 118**	**1 125 504**	**8 705 622**
Allocation of the Economic Result of Previous Year	0	0	1 125 504	- 1 125 504	0
Economic result of the year	0	0	0	1 606 158	1 606 158
Balance as of 31 December 2023	**0**	**0**	**8 705 622**	**1 606 158**	**10 311 780**

XII.4. Cash flow statement

	2023	2022
Cash Flows from ordinary activities		
Economic result of the year	**1 606 158**	**1 125 504**
Operating activities		
Amortization (intangible fixed assets) +	926 329	925 134
Depreciation (tangible fixed assets) +	145 622	159 865
Increase/(decrease) in Provisions for risks and liabilities	0	0
Increase/(decrease) in Value reduction for doubtful debts	0	0
(Increase)/decrease in Stock	0	0
(Increase)/decrease in Long term Pre-financing	0	0
(Increase)/decrease in Short term Pre-financing	0	0
(Increase)/decrease in Long term Receivables	0	0
(Increase)/decrease in Short term Receivables	- 890 436	-2 350 047
(Increase)/decrease in Receivables related to consolidated EC entities	7 431	8 648
Increase/(decrease) in Other Long term liabilities	0	0
Increase/(decrease) in Accounts payable	-397 425	1 077 990
Increase/(decrease) in Liabilities related to consolidated EC entities	631 596	-410 856
(Gains)/losses on sale of Property plant and equipment	0	0
Extraordinary items	0	0
Net cash Flow from operating activities	*2 029 275*	*536 236*
Cash Flows from investing activities		
Purchase of tangible and intangible fixed assets (-)	- 20 053	-189 696
Proceeds from tangible and intangible fixed assets (+)	0	0
Net cash flow from investing activities	*- 20 053*	*-189 696*
Net increase/(decrease) in cash and cash equivalents	*2 009 222*	*346 541*
Cash and cash equivalents at the beginning of the period	3 516 447	3 169 907
Cash and cash equivalents at the end of the period	5 525 669	3 516 447

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