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AGENCY
FOR RAILWAYS

Making the railway system
work better for society.

European Union Agency for Railways

Single Programming Document 2023-2025

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Foreword

"**A sustainable, safe European transport system without frontiers**" not only represents our Agency's vision, but also reflects the unprecedented challenges that transport in Europe is facing in the general pursuit of the green mobility goals, while also taking into account the consequences of the COVID-19 pandemic. The first draft of the Single Programming Document 2023-2025, which I am pleased to introduce for the Management Board endorsement, represents a first milestone towards the formalisation of our multi-annual work programme and a step towards achieving the Agency's vision in these challenging times.

In line with its mandate, the European Union Agency for Railways aims at covering a wide range of areas of work, involving actions to drive the continuation of the progress with railway safety and interoperability, together with its role of EU-wide authority for Vehicle Authorisation, Single Safety Certification, and ERTMS Trackside Approval.

The draft multi-annual work programme 2023-2025, together with the annual programme 2023 have been planned and drafted following the **intervention logic** principles, on the basis of the conclusions of the SPD 2023 Workshop held with the Management Board in July 2021. Starting with 2022, the Agency's work is being organised around the agreed set of **seven strategic statements**, which project the Agency's role in relation to its stakeholders, complemented by two transversal strategic statements, which capture the Agency's governance and support functions.

While the level of ambition and action for the Agency around the defined strategic statements can be very high, as also confirmed by the Management Board expectations during the SPD 2023 workshop, the Agency has put in place a mechanism of internal arbitration in order to identify priorities and non-priorities and put forward the expected outputs, which can fit within the available envelope of budget and human resources in order to ensure the best value for money for the EU citizens. For 2023, a series of arbitration and prioritisation workshops is envisaged, which will further shape the current draft towards the version to be submitted for adoption in November 2022.

In the third year after the transposition by all Member States of the **4th Railway Package**, the Agency will have gained significant experience in running the tasks related to the Authority role, as well as in forecasting their volume to the best extent possible. Indeed, based on an analysis carried out on previous years' patterns, the Agency can identify more accurately peak periods for the expected submission of applications, which are now reflected in its planning. In addition, the Agency has reached a higher maturity with processing authorisation and certification tasks, which has a potential for driving a higher efficiency in the delivery of these tasks.

While the Agency's ambition is to affirm its stronger and stronger position as the technical reference for the progress with railway interoperability and safety in the EU, it is faced with the challenge of deploying a too limited number of posts as compared to its needs to cope with the simultaneous pressure from the policy and the authority tasks, with currently no lift on the **establishment plan cap.** The Agency is already making sustained efforts for a combined response to this challenge, including an increase in the direct utilisation of its resources together with an increase in the level of outsourcing for part of its tasks. The Agency is working, in close cooperation with the European Commission, to put forward a comprehensive Strengthening plan, whose objective is to ensure that the Agency has the right level of resources to perform the most adding value activities in an effective and efficient manner, in line with its ambition level.

The Agency keeps **a strong commitment** to deploy the necessary resources for meeting the legal deadlines for the issuing of VA, SSC and ERTMS Trackside approvals, while also respecting the

deadlines for its safety and interoperability related activities, all of which contribute to the achievement of the high-level policy objectives of the 4th Railway Package. The decision time linked to the authority tasks has undeniably a tremendous impact on the rail stakeholders and on the competitiveness of rail compared with other sectors.

The Agency would also like to bring forward **interesting and new projects** that could benefit the entire rail sector. We have in our backlog a workstream on developing a new CSM on Monitoring of Safety Levels and Safety Performance, including occurrence reporting. That activity will involve a budgetary need to build the information sharing system tool and ongoing resources to run the tool and the European level management and analysis that will make the tool useful and in turn bring added value. This task is a clear example of a new legal obligation which was not resourced and for which the Agency will make a separate request for budget and human resources already in 2022.

I would like to assure the members of the Management Board that the Agency will continue to implement the mechanism already put in place for a **regular monitoring of the SPD implementation** in terms of outputs delivery and resource consumption. The Agency will also continue to strengthen the set of budget execution monitoring actions already put in place starting 2021 to make best use of the available budget appropriations. Furthermore, I will also pay close attention to the productivity of the Agency, ensuring it remains at a high-level. The Agency will strengthen its tools to better plan, monitor, and report so as to continuously increase its data-driven, transparent working culture. For instance, the Agency's data-driven dashboard, which supports all planning and monitoring decisions, is definitely a step in the right direction. In addition, more efforts will be produced to achieve more with less resources, as well as ensuring that the processes within the Agency are streamlined to deliver high-quality results to all our stakeholders.

The Agency will continue to work closely with its stakeholders in order to ensure the successful implementation of this challenging multi-annual programme. The activities of the Agency are crucial for contributing to the achievement of a significant modal shift to rail, in particular by helping to create and manage a Single European Rail Area, and to continuously improve railway safety in Europe.

At the same time, we will continue our efforts to progress towards a culture of collaboration in the Agency. I would like to thank the ERA staff and all our stakeholders for their dedication and support, that I am sure will continue for the years to come, as we will work towards an improved European rail system, leading eventually to a fully functioning Single European Railway Area.

Josef Doppelbauer

List of acronyms

AD	Administrator
AMOCS	Acceptable Means of Compliance
AO	Authorising Officer
AOD	Authorising Officer by Delegation
ASLP	Assessment of Safety Level and Performance
AST	Assistant
ATO	Automatic Train Operations
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
DAC	Digital Automatic Coupler
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
EMSA	European Maritime Safety Agency
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
ERADIS	ERA Database on Interoperability and Safety
ERATV	European Register of Authorised Types of Vehicles
ERJU	Europe's Rail Joint Undertaking
ERSAD	European Railway Stations Accessibility Database
ERTMS	European Rail Traffic Management System
ESG	Economic Steering Group
ESO	European Standardisation Organisation
ETCS	European Train Control System
EU	European Union
EUAN	EU Agencies Network
EUMedRail	EuroMed Rail Safety and Interoperability Project
EVR	European Vehicle Register
FFR	Framework Financial Regulation
FM	Facility Management
FRMCS	Future Railway Mobile Communication System
FTE	Full Time Equivalent
FWC	Framework Contract
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
IMS	Integrated Management 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

LaaS	Logistic as a Service
MaaS	Mobility as a Service
MB	Management Board
MFF	Multiannual Financial Framework of the European Union
MS	Member State of the European Union
MT	Management Team
NIB	National Investigation Body
NOBO	Notified Body
NSA	National Safety Authority
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
PM	Project Manager
PO	Project Owner
PR	Public Relation
PRM	Persons with reduced mobility
RASCOP	Rail Standardisation Coordination Platform
RBs	Recognition Bodies
RDD	Reference Document Database
Reg.	EC Regulation
RISC	Railway Interoperability and Safety Committee
RINF	Register of Infrastructures
RSD	Railway Safety Directive
RSG	Research Steering Group
RU	Railway Undertaking
SAIT	Safety Alert IT Tool
SCS	Safety Culture Survey
SERA	Single European Railway Area
SLA	Service Level Agreement
SM	Service Manager
SMS	Safety Management System
SNE	Seconded National Expert
SO	Service Owner
SP	Safety Performance
SPD	Single Programming Document
SRD	Single Rules Database
SSC	Single Safety Certificate
TA	Temporary Agent
TA	Trackside Approvals
TAF	Telematics Applications for Freight
TAP	Telematics Applications for Passenger Services
TDG	Transport of Dangerous Goods
UfM	Union for the Mediterranean
UIC	International Union of Railways
TSI	Technical Specifications for Interoperability
VA	Vehicle Authorisation
VKM	Vehicle Keeper Marking
WP	Work Programme

Mission statement

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. Further objectives of the Agency shall be to follow the reduction of national railway rules in order to support the performance of national authorities acting in the fields of railway safety and interoperability and to promote the optimisation of procedures.

With the entry into force of the **Fourth Railway Package technical pillar** in June 2019, the role of the Agency was substantially extended. With the transposition of the technical pillar in the Member States due by 31 October 2020, the Agency has become the EU-wide authority responsible for issuing authorisations for placing railway vehicles on the market, single safety certificates for railway undertakings and ERTMS trackside approvals.

The Agency has implemented in 2021 an organisational culture change project, which yielded many positive results, including the updated definition of the Agency's vision and mission:

Vision	**Mission**
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):

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 of 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

E1

INTERACTING

E1.1 Teamwork and collaboration

Collaboration within and across organisations is nurtured.

E1.2 Interpersonal values

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

E1.3 Regulatory relationships

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

E2

FORMALISING

E2.1 Roles and responsibilities

Roles, responsibilities and authorities are understood and accepted.

E2.2 Organisational design

Organisational structures support the achievement of mission and organisational excellence.

E2.3 Organisational systems

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

E3

DISSEMINATING

E3.1 Communication

Information is openly shared within and across organisations.

E3.2 Competence management

Competence management ensures a knowledgeable workforce.

E3.3 Soft skills

Leadership and non-technical skills are systematically developed.

E4

REINFORCING

E4.1 Leading by example

Managers exhibit behaviours that set the standard.

E4.2 Management intervention

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

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

The Agency will support the EC agenda to ensure sustainable, safe, affordable, and accessible transport and to strengthen railways' role in the transport mix, in line with its mission and mandate.

I. General context

Transport is an essential part of the European integration, especially given its contribution to the functioning of the free movement of services, goods, and people. Transport also represents around 5% of the EU GDP and directly employs around 10 million workers[1], therefore representing an important sector for society at large. EU transport policies have been developed according to the key principles of safety, sustainability, resilience, connectivity, and efficiency.

Through its long-term vision for the transport sector and European society, the European Commission published in 2020 the *Sustainable and Smart Mobility Strategy* with a detailed action plan of 82 initiatives. With this strategy, the Commission presents how the EU transport system will achieve its needed green and digital transformation and become more resilient. As outlined in the European Green Deal, the result will be a 90% cut in carbon emissions by 2050. Regarding the rail sector, the following targets have been set:

- Traffic on high-speed rail will double by 2030
- Rail freight traffic will increase by 50% by 2030 and double by 2050
- By 2030, rail and waterborne-based intermodal transport will be able to compete on equal footing with road-only transport in the EU

The European Union Agency for Railways will support the European Commission, in line with its accountability ceiling, in achieving these goals, in particular through the further development and effective functioning of a Single European Railway Area without frontiers.

The 2023-2025 programming period for the Agency involves two different types of activities:

- The **full-fledged performance of the Agency's tasks** as EU-wide authority for safety certification, vehicle authorisation and ERTMS trackside approval, along with other tasks in the field of railway safety and interoperability as foreseen in the Technical Pillar of the Fourth Railway Package.
- The **policy tasks** contributing 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.

The Agency is implementing an innovative structure to its work programme, which responds to **the intervention logic** requirements, in line with the guidelines provided by the Network of EU Agencies. It also strives to increase its efficiency in delivering the outcomes and impacts expected by EU citizens. In light of the above, the work programme of the Agency (in its multi-annual and annual planning) is organised around seven strategic statements, which project the Agency's role in relation to its stakeholders, complemented by two transversal strategic statements, which capture the Agency's governance and support functions. These strategic statements were adopted by the MB for SPD 2022-2024 and are extremely important, as they show the direction of travel on which the Agency plans to embark in order to make railways work better for society, subject to its remit and accountability ceiling. The concrete Agency work, represented by projects and services with concrete outputs, is organised by grouping the projects and services which together can contribute to the outcomes and impacts stated in a particular strategic statement.

In 2023, the Agency has further implemented the intervention logic. While for the previous years the multiannual section was presented mainly with overarching objectives to achieve, the planning will now include more detailed FTEs and budget figures. This additional level of granularity will provide more reliable data to monitor and a coherent stability for the Agency. Of course, the Agency will

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[1] https://ec.europa.eu/commission/presscorner/detail/en/fs_20_2350

remain flexible and redeploy resources if needed but the new approach provides a roadmap for all stakeholders regarding the areas on which the Agency will focus in the next three years.

The Agency however faces one important persisting challenge, namely **the cap on the establishment plan**. This makes it difficult for the Agency to deploy the necessary human resources to perform the combination of policy-related and authority-related activities. The Agency keeps a high commitment to deploy the necessary resources in order to meet the legal deadlines for the issuing of VA, SSC, and ERTMS Trackside approvals, while also respecting the deadlines for its safety and interoperability related activities, all of which contribute to the achievement of the high-level policy objectives of the 4th Railway Package. The Agency is working on several initiatives, including an increase in the direct utilisation of its resources, together with an increase in the level of outsourcing for part of its tasks. Combining these with a lift of the cap on the establishment plan would be the only solution to reach a manageable environment, with the understanding that such additional resources would in any case be funded by the fees and charges entirely.

When it comes to the resources, 2023 also marks the first full year where the updated hourly rate (from €130 to €239) will be applied by the Agency. Together with the OSS cost recovery and the fixed rate for the conformity to type applications, the update hourly rate will allow the Agency to recover the actual costs linked to its authority tasks. This also allowed the Agency to calculate a pro rata share of the costs for support activities/costs linked to the fees and charges activities and therefore a proportionate reduction of the pressure on the subsidy. More details can be found in Annex III.

Following the prioritisation exercise described above, and considering that on the subsidy side, the Agency's resources remain limited compared to its needs, the Agency has put forward a list of negative priorities and decrease of existing tasks, which can be found under section II.2.5. The Agency will pay significant attention to a regular monitoring of the SPD implementation in terms of outputs, resource consumption and revenues, which can allow for agile responses and possible adaptation of its work programme. The Agency will continue to work together with the pool of experts for the mutual benefit of the cooperation between the Agency and the NSAs. This cooperation may also help the Agency to tackle capacity shortages, as well as language skills gaps. In addition, the Agency will strive for continuously improving its efficiency in delivering the expected outputs, as well as its overall performance in contributing to the expected outcomes and impacts.

II. Multi-annual programming 2023-2025

II.1 Multi-annual work programme 2023-2025

II.1.1 Structure of the multi-annual programme 2023-2025

The structure of the Agency's multi-annual work programme is organised according to the 7 strategic statements discussed, reviewed and confirmed by the Management Board at the SPD 2022 Workshop in June 2020.

The 7 strategic statements confirmed during the MB workshop are:

› **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.

› **Strategic Statement 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.

› **Strategic Statement 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.

› **Strategic Statement 4 -** Rail will be an increasingly safe and secure mode of transport for its users and workers.

› **Strategic Statement 5 -** Rail will be resilient and agile in responding to emergency situations.

› **Strategic Statement 6 -** Rail will become increasingly economically competitive as a mode and as a sector.

› **Strategic Statement 7** - The EU will become the global reference for rail and ERA authorisations will be globally recognised.

Two additional strategic statement are included to reflect the aspects of transversal nature in the Agency's management, namely:

› **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

› **Strategic Statement 9** – The Agency will ensure a performant working environment, based on high quality motivated resources and a collaborative behaviour

It should be noted that these strategic statements are long-term objectives of the Agency and it is not foreseen that they will all be achieved by 2025.

In addition, the Agency is currently preparing a new arbitration model which will impact the resource envelopes and ambition under each Strategic Statement. The Agency will develop an in-depth analysis between the strategic statements and the projects carried out, in order to maximise the Agency's effectiveness. A workshop per strategic statement will therefore be organised in the first half of 2022, with the objective to assign resource envelopes for strategic statements and projects for 2023-2025. The European Commission will be invited to these workshops, ensuring coherence between the Agency's goals and strategic interests, and the European Commission strategic calendar and agenda. Depending on the results of the workshops, the multiannual section, as well as the annual section might need to be updated.
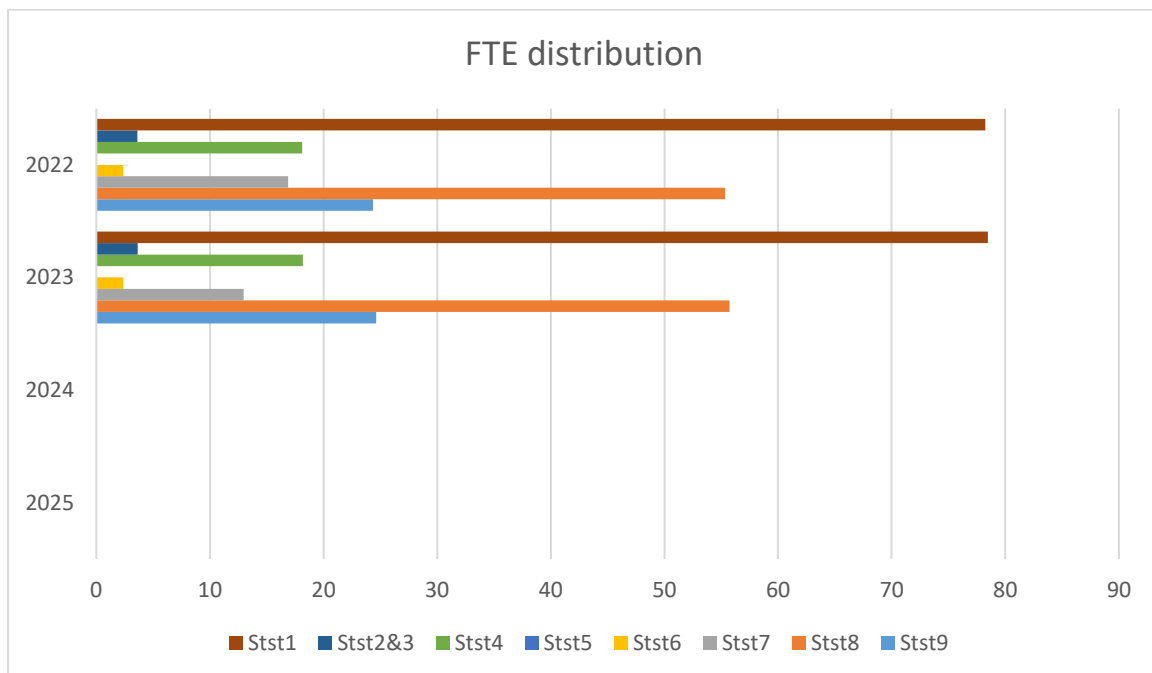
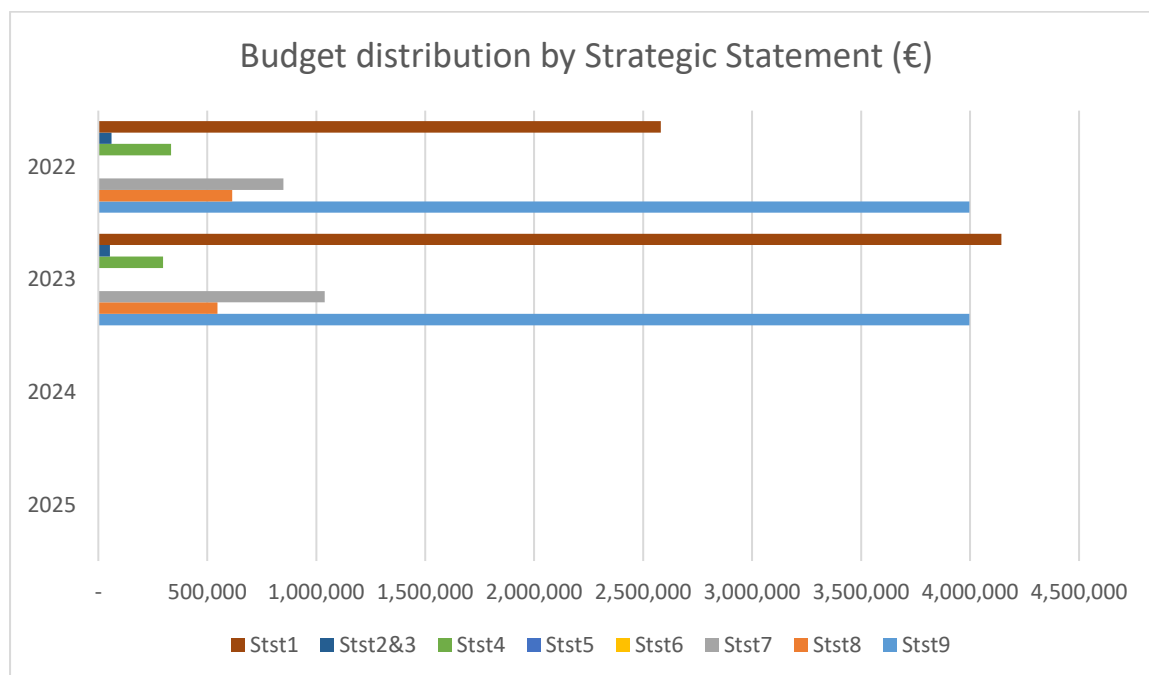## II.1.2   Content of the multi-annual programme 2023-2025

For its 2023-2025 work program, the Agency takes into account the possible ways of balancing the increasing demand for its authority work on one hand and the ambition level for policy tasks on the other. Indeed, while the budgetary situation improves for the Agency, as explained in the section above with the hourly rate, the cap on the establishment plan limits the Agency in achieving its true potential.

Nine strategic statements have been developed, covering the delivery of authority tasks, the development of new and updated policy work and the design and implementation of support activities to develop effective and efficient internal processes. The authorisations, certificates and approvals issued by the Agency have a direct impact on the functioning of the rail sector and bring much added value in terms of safety and interoperability. However, the strategic role in policy development, research and innovation, and advice provided by the Agency should be recognised. It is equally important to highlight the possible role of the Agency to monitor and support the adequate implementation of the existing legal framework in order to achieve a harmonised level of maturity of implementation at both the levels of operators and authorities.

To make its operations always more efficient and effective, the Agency will continue to implement to its full extent the continual improvement approach to its project management and make sure that its resources are deployed in those activities where it can have the highest impact and added value for the railway sector, all in accordance with the processes and procedures designed in its Integrated Management System.

The Agency would like to provide below two charts on FTE and budget distribution over the 2022-2025 period to better showcase trends and further increase transparency.

Budget distribution by Strategic Statement (€)

Legend: ■ Stst1 ■ Stst2&3 ■ Stst4 ■ Stst5 ■ Stst6 ■ Stst7 ■ Stst8 ■ Stst9

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.

Resource constraints experienced in 2021, and partially in 2022, under this strategic statement, were a serious challenge to the Agency's raison d'être. Nevertheless, despite the difficult context, the Agency has consolidated its position as European authority for rail thanks to its excellent reputation, both in technical terms and in the customer service approach. From the perspective of its position of authority for delivering vehicle authorisations, single safety certificates and ERTMS trackside approvals, the Agency will continue in the period 2023-2025 to drive further the harmonisation towards the Single European Railway Area, ensuring the path towards technical and operational interoperability. The Agency's input to the work on the System Pillar will support harmonisation.

The stability of the TSIs, together with a successful cleaning up of the national rules are the **foundation of seamless operations across Europe** and for an increasingly effective authority function, reinforcing the advantage of having a **European mindset** in the EU railway system.

The Agency will therefore continue to focus on the removal of redundant national rules (operational and technical), the harmonisation of the remaining rules and the development of AMOCs. Therefore, the agency plans to:

- Finalise the VA NRs cleaning-up in 2022. In the framework of unique authorization for coaches, the inclusion of remaining cleaned VA NRs into the TSIs is planned,
- Finalise the NSR cleaning-up in 2022 and to build activities from 2023 onwards on the newly to be developed "NSR assessment framework".

The Agency will also continue to deliver its role as sole body responsible for issuing multi-Member-State authorisations, certifications, and approvals. The Agency will continue performing its tasks in full partnership with the NSAs. In addition, the links between authorisation, certifications, and approvals by the Agency and the supervision by the NSAs will be strengthened.

The lessons learnt through the issuing of VAs, ERTMS trackside approvals and from the monitoring of NoBos will be used to capture continuous improvement opportunities for the technical specifications and to the authorization procedures. The experience in issuing safety certificates will be used to better steer the safety related policy making, so railway safety will never be used again as a barrier.

Seamless operations also mean exchanging data, a process on which the Agency will continue to contribute by facilitating the data exchange for, among various purposes, authorization, registration, and route compatibility checks, based on the linked data approach. In addition, the business helpdesk for the issuance of VA, SSC, and TAs will introduce a satisfaction survey for the applicants, allowing for a continuously improved customer service.

In relation to future developments of the Agency's role and of the railway system, the Agency will continue to identify new needs and related research matters. The Agency will also assess mature innovation products, with a clear potential for market uptake.

In this context, the Agency will focus on exploring emerging needs such as:

- Better coordination of traffic management EU-wide, including, but not limited to, planning, capacity management, and emergency responses
- Increased and improved offer for passengers and freight in the railway sector
- Improved operations through the adoption of automatic translation systems and training for operators in their native language. This would enhance the railway system's resilience to interoperability issues and increase cross-border traffic.

The objective is to make the railway system more resilient to interoperability issues and increase the cross-border traffic.

Related to interoperability, after its further **evolutions** introduced via TSI 2022 package revision (i.e., ATO, FRMCS optimisation of braking curves, digital coupling, transitions, combined transport, etc) the Agency will ensure stability in the established technical requirements including ERTMS. In addition, a further harmonisation through TSIs will focus on telematics, security aspects, national rules harmonisation and innovations such as digital coupling, new materials, new on-board sources of energy based on the results provided by the System Pillar work.

The JNS function will depend on the realisation of the CSM ASLP, in particular the Group of Analysts, subject to adoption of the legal basis and resource availability.

Key Performance Indicators

#	KPI[2]	Target		
		2023	2024	2025
1	Average duration of VA and SSC certification process	p.m.	p.m.	p.m.

[2] additional KPIs might emerge following the arbitration workshops

#	KPI[2]	Target		
		2023	2024	2025
2	Number of VA/SSC/TA certificate issued	p.m.	p.m.	p.m.
3	Number of certification applications received covering several member states	p.m.	p.m.	p.m.
4	Evolution of interoperability through survey/poll/ engagement	p.m.	p.m.	p.m.
5	100% of the draft notified rules to be assessed within the deadlines agreed with the related MS	p.m.	p.m.	p.m.
6	100% of the positively assessed Notified Rules publicly available in ERA register(s)	p.m.	p.m.	p.m.
7	Number of reported, assessed and proposed for elimination national rules (absolute numbers and trend)	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	78.47	p.m.	p.m.
Budget	€4,143,592	p.m.	p.m.

Strategic Statement 2 & 3

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

The Agency is playing a pivotal role in supporting the transformation of the European transport system towards decarbonised, interoperable and safe transport modes based on multi-modal integration (MaaS).

In 2022, the Agency provided substantial inputs to the Green Deal deliverables and played a key role for driving the data and digitalisation agenda for railways, based on the linked data pilots and the revision of TAP/TAF TSI. Those elements are particularly relevant in a multi-modal context as they enable that integration in terms of ticketing and timetables which has been preventing the effective development of rail as the backbone of a multi-modal and international transport.

For the period 2023-2025, the Agency will still be a top player in ensuring the right framework for the **data and information exchange related to assets and services** (including ticketing data), based on linked data, universal data identifiers and more and better data exchanged between operators and customers. This will ensure a seamless exchange of data with other modes of transport, thus allowing the customers to benefit from a comprehensive logistics chain or the mobility-as-a-service, respectively. In addition, the Agency has triggered its path to convert the EU Railway Registers in building blocks within the European Common Mobility Data Space (item 71). In 2020-2022, the Agency transformed and linked together the Register of EU railway infrastructure (RINF) dataset and the European Type of Vehicle (ERATV partly) dataset into a Knowledge graph (~26 million triples), making this **data interoperable**, findable, and providing semantically enriched machine and human query services. The Agency has followed the Directive 2019/1024 on open data, the EU data strategy, the Data Act -FAIR principles, the principle of technology neutrality- and the EU policy on reference data. Moreover, the Agency is a publisher in the **open data portal**, where the Agency publishes 13 datasets. The data and digitalization roadmap 2021/2024 proposes to add gradually new datasets (in-house data) to this knowledge graph as well as links to external datasets to facilitate multimodal data exchange. (i.e. Rail Freight Portal dataset – action 24).

In addition, the **TAF TSI** will provide the data communication requirements for the transparent and efficient traffic management and train operations system of the future including also i) first and last mile logistic segments involving intermodal actors (operators, terminals) and ii) linkage to other modes of transport (road, waterborne). This will also contain the enhanced simple and smart tracking of trains, wagons and consignments. The same TSI will also include additional requirements for the setting up of LaaS starting from consignment order (intermodal compliant), train operation

preparation and ending in well-predicted / efficient delivery of trains, wagons and consignments to the business partners.

Concerning the environmental sustainability of the railway system, the Agency will continue to deliver support and assistance to the EC for the **Green Deal,** as well as for **the coordination of transport of dangerous goods by rail,** recognising that in many cases the Commission has the lead role**.**

If additional budget and resources become available in 2023, these would allow the Agency to work on the **identification of bottlenecks, opportunities, and areas for improvement to foster a coordinated traffic management at EU level**. All this is a pre-condition to further increase the reliability and timeliness of railway services**.** Other emerging areas in which the Agency could play an active role include the definition of **the technical specifications for hubs, terminals, nodes for intermodal shifts,** the specifications for **level crossings, and combined transport.**

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	Share of decarbonized energy in the rail sector and the transport system in the EU	p.m.	p.m.	p.m.
2	Provision of interoperable through-tickets between the different railway undertakings: • Domestic • International	p.m.	p.m.	p.m.
3	Tickets valid in different transport modes proposed by providers: • Domestic • International	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	3.64	p.m.	p.m.
Budget	€ 53,462	p.m.	p.m.

Strategic Statement 4

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

In the field of Railway Safety, the Agency intervention is driven by a multi-layer approach:

1. Supporting Member States in developing, adopting and repealing **national legislation** and strengthening NSAs and NIBs' capacity**,** in line with principles and legal acts promoted by the EU.
2. Clarify and disseminate **roles and responsibilities** of all the players, making sure that they are accepted and commonly recognised, from rule making and supervision to operations.
3. Strengthening the **culture of risk management** to identify risks and mitigating measures but also opportunities to improve the efficiency of operations preserving the safety level. This shall cover well-known operational scenarios, including interfaces with other transport modes, and the adoption of emerging technology and related relevant risks (e.g. cyber security, etc.)
4. Make sure that safety is achieved with better regulation and supervision but also with a stronger safety culture and with well qualified, skilled, and competent professionals.

Consequently, within the scope of this strategic statement in its multi-annual (2023 -2025) work programme, the Agency will:

- Continue to focus on **enhancing railway safety through positive safety culture and integration of human and organisational factors** and on the **harmonisation of the safety approach.**
- Continue to **monitor NSAs,** with an approach targeted to processes relevant for both NSAs and Agency delivery and to issues emerged during the 1st cycle of audits.
- Continue to **learn lessons** through the issuing of SSCs, the monitoring of NSAs, the review of **NIB accident investigation reports** and the information exchanged during NSA and NIB meetings, this will be used to continuously improve the common safety methods, as well as the safety certification procedures
- Continue to improve the structure, quality, and availability of **safety relevant data**.

If more resources are made available, the capacity of the Agency to monitor and re-enforce the adequate functioning of the different safety control layers in the system could be enhanced as well as the possibility of the Agency to support the stakeholders, at all levels, for adequately implementing the existing framework.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	Number of SSC's issued with reduced validity period/ overall number of certificates issued	p.m.	p.m.	p.m.

#	KPI	Target		
		2023	2024	2025
2	Percentage of NSA's audited with at least 1 deficiency (focused on deficiencies still open from the 1st cycle). *Note: this is a rolling indicator*	p.m.	p.m.	p.m.
3	NSA Monitoring: number of deficiencies still open (follow-up of the 1st cycle) vs number of deficiencies of the 1st cycle (rolling indicator) *Note: this is a rolling indicator*	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	18.18	p.m.	p.m.
Budget	€ 297,603	p.m.	p.m.

Strategic Statement 5

Rail will be resilient and agile in responding to emergency situations

The Agency is currently reviewing the strategic statement 5, especially as no projects has been identified yet for the next three years. Given the human resources pressure in the Agency and the cap on the establishment plan, the Agency is assessing any potential project in this area. Should no project be identified, this statement might be merged with another one or be entirely deleted.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	The indicators are currently under review	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	0	p.m.	p.m.
Budget	€ 0	p.m.	p.m.

Strategic Statement 6

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

The Agency will endeavour to make sure that the rules and system specifications are smart, proportionate and contribute to the competitiveness of the industry. It will also make sure that the SSC, VA, and ERTMS TA processes are cost and time efficient, fostering the entrance of new operators in the market.

As presented in previous strategic statements, the agency aims at **evaluating the economic impact** of **the vehicle authorisation and issuing of single safety certificate processes** on the railway sector, the impact of the **TSIs as a package**, of **market opening and competition** and of **modular interchangeability** in the ERTMS system specifications. The Agency will assess **safety improvements from a cost-effectiveness perspective.** The results of the assessments will be used to propose recommendations for improving the legal texts, as well as any non-regulatory instruments, in the spirit of the Better Regulation principles.

Furthermore, the important work on women in transport, which should lead to the strengthening of women's employment and equal opportunities for women and men in the transport sector will be pursued. Indeed, many studies have shown that gender parity in the workforce increases the productivity and the cohesion of staff. In addition, gender parity increases diversity of views, which in itself brings innovative solutions.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	Average cost of VA, SSC and ERTMS TA	p.m.	p.m.	p.m.
2	ETCS costs (trackside and onboard)	p.m.	p.m.	p.m.
3	Number of reported assessed and proposed for elimination national rules (absolute numbers and trend to be monitored)	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	2.38	p.m.	p.m.
Budget	€ 0	p.m.	p.m.

Strategic Statement 7

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

One of the objectives of the Agency is to become a global reference in the railway domain for technical matters and build its reputation of a solid, resilient and trustworthy organization.

To achieve that, the Agency will work on multiple fronts. It will support the EC in designing, implementing and monitoring the EU transport foreign policy, with an eye to the Western Balkans and Mediterranean countries. The Agency will also contribute to international standardization by strengthening its **cooperation with European and international standardization organizations.**

The Agency will also disseminate its technical excellency via the **ERA Academy**, its dissemination and training service. Furthermore, the Agency will strive to make **EU authorisations internationally recognized** and will **focus on the EC priorities in terms of technical and geographical areas,** and will also **provide the requested analyses and support.**

If the grants are extended beyond 2022, the Agency will continue the **IPA** and/or the **EUMed Rail** projects. For the moment, the resources for these two projects are not counted in the FTE table hereunder.

Focussing on training and dissemination, in 2023-2025, the Agency will further build the ERA Academy and its e-learning platform. The first being the container of training initiatives built with academia, while the second will be 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 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. In addition, the Agency will propose webinars on a variety of subjects under the expertise of the Agency, and will continue to organise EU-wide railway events.

A new service 'Management of Innovation and long-term evolution of the Agency' has been introduced in 2021 and will still be there in 2023 to steer the research & innovation policy of the agency and its future development. The same service will be in charge of coordinating the Agency's input to the work on the System Pillar. The Agency will ensure technical assistance to the Commission, as guardian of interoperability & safety and as system authority for ERTMS & telematics. This will boost harmonisation of operations, subsystems and components, leaving the practical aspects to the industry, assuming an appropriate level of oversight. In parallel, the Agency will continue to identify related research needs and assess mature innovation products, with a clear potential for market uptake, in order to reflect them into the technical specifications. This work will however be carried out at a slower pace, due to budgetary constraints.

If more resources would become available, the Agency could strengthen its international presence in the established cooperation formats and in extra EU markets by supplying the industry with additional training services, focusing also on vocational training to support the harmonisation of operational practices. This will also allow the Agency to be instrumental in supporting third countries to develop safe, efficient, and reliable railways, according to established European standards. This would increase the Agency's global recognition in the field and support the dissemination of the European approach.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	Number of participants (EU and non-EU) in ERA trainings and dissemination events	p.m.	p.m.	p.m.
2	Number of countries signing agreement with EC to implement EU rail standards	p.m.	p.m.	p.m.
3	Number of countries outside Europe implementing ERTMS	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	12.97	p.m.	p.m.
Budget	€ 1,038,343	p.m.	p.m.

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

The Agency will focus its actions on four strategic areas:

1. Communication and reputation management
2. Digitalization
3. Operations, meaning authority services and policy making
4. Enhance planning and monitoring of its activities

Concerning the **communication** area, the Agency will design and implement actions to increase ERA awareness of the railway system and the dynamics of the railway industry. More, the Agency will develop campaigns to provide the EU citizens with information and data demonstrating the added value brought to society. The Agency will continue supporting the NSA, NIB and NRB Networks and facilitating interfaces between them, the European Commission, and the Agency where appropriate.

As far as the **digitalization aspect is concerned**, the Agency has acknowledged its importance to ensure a sustainable development of railways in Europe as a competitive mode of transport and has the ambition to become a reference for facilitating the **multi-modal data exchange and queries**, based on the data-centric architecture and the linked data technology. The Agency aims at exploiting the potential of digitalization of the sector to the largest extent in its operations and administration. This is the reason for the new internal I&T strategy and the interoperable data roadmap. This will boost the performance level of internal processes and will allow to have modern and simple systems such as OSS, Registers, etc. fully functioning according to schedule and completely interoperable with commercial software solutions currently adopted by the railway industry to support the operators in their daily business. Still referring to Operations, the efficiency gains resulting from automation of internal processes will increase the number of resources allocated to the policy making activities.

All above can be achieved also through the optimization of the ERA **planning and monitoring** capabilities, to enhance the Agency's programme, project, and service management framework together with the Single Programming document and the Consolidated Annual Activity Report. The novelties will favour a set of priorities according to which the ERA activities can be resourced. This will lead to a more impact and outcome-based resource allocation, fostering the added value created for the railway sector and an overall better performance of the Agency.

While the Agency will continue to strive for an even higher efficiency all across its processes and activities, its ambition is to affirm its stronger and stronger position as the technical reference for the progress with railway interoperability and safety in the EU. In this ambition, the Agency is faced with the challenge of deploying a too limited number of posts compared to its needs to cope with the simultaneous pressure from the policy and the authority tasks, with currently no lift on the establishment plan cap. The Agency is working, in close cooperation with the European Commission, to put forward a comprehensive Strengthening plan, whose objective is to ensure that the Agency has the right level of resources to perform the most adding value activities in an effective and efficient manner, in line with its ambition level.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	% of the annual appropriations committed	98 %	p.m.	p.m.
2	% execution of carry over payment appropriations	95%	p.m.	p.m.
3	% payments made by contractual deadline	95%	p.m.	p.m.
4	% increase of the output achievement rate compared to the previous year	10%	p.m.	p.m.
5	Stakeholder satisfaction survey/feedback	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	55.74	p.m.	p.m.
Budget	€ 546,894	p.m.	p.m.

Strategic Statement 9

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

Clause 4 of the ERA Policy, the guiding document of our Integrated Management System, states:

"People are our most valuable resource". Coherently, the Agency will implement the new HR strategy offering clear and transparent career paths to staff members, allocate enough resources to make sure that good performance and success stories are adequately rewarded and that skills and competencies are appropriate for the Agency mission and kept up-to-date.

The Agency internal communication will improve by raising awareness on the Agency's global and specific objectives to develop ownership and involvement across the staff.

Internal roles are not only defined but also accompanied by a proper competency management system and communicated externally so that interfaces are clear to the stakeholders.

The Agency also acknowledges the added value of diversity by implementing solutions to improve the gender balance in management and operational roles and to widen the number of nationalities employed.

A final point on the ERA's organizational culture, the Agency has invested resources and time in specific projects to boost and refine the work environment and cooperation between staff members.

Key Performance Indicators

#	KPI	Target		
		2023	2024	2025
1	% implementation of the establishment plan	98 %	p.m.	p.m.
2	Staff turnover	Less than 5%	p.m.	p.m.
3	% availability of the core ICT systems	98%	p.m.	p.m.
4	% of overall staff satisfaction within staff survey	p.m.	p.m.	p.m.
5	% of staff satisfaction within staff survey on working tools and services	p.m.	p.m.	p.m.

Resource envelope

	2023	2024	2025
FTEs	24.62	p.m.	p.m.
Budget	€ 3,996,535	p.m.	p.m.

II.2 Human and financial resources – outlook for the years 2023 – 2025

II.2.1 Overview of the past and current situation

Staff population overview 2021-2023

The staff population has increased between 2021-2023 to respond to the higher volume of work in the Authority tasks.

Table 1 - Human resources 2021-2023[3]

Human resources	2021		2022	2023
	Authorised under the EU Budget	Staff population at 31/12/2021	Authorised under the EU Budget	Authorised under the EU Budget
Temporary Agents (TA)	151	148	154	154
Contract Agents (CA)	36	34	36	36
Seconded National Experts (SNE)	4	2	4	4
Total staff	**191**	**184**	**194**	**194**
External staff financed from agreements	5	5	6	2
Structural service providers[4]	14	p.m.	14	p.m.

Complete tables are provided in Annex IV & Annex V.

Revenues 2021-2023

As shown in the table below, the Fees and Charges section has increased overtime. For 2023, the updated hourly rate for Fees and Charges will be applied throughout the year and therefore will better reflect the real costs linked to the authority tasks.

Table 2 - Revenues 2021-2023

Financial resources (EUR)		2021 Budget	2022 Budget	2023 Planned
Revenues	1. Fees and charges	3,122,750	8,035,882	9,826,585
	2. EU contribution	27,061,160	26,278,423	26,803,991
	3. Third countries contribution (= EFTA)	693,999	656,721	670,100
	4. + 5. + 6. + 7. Other general revenues	10,000	10,000	-
Total		**30,887,909**	**34,981,026**	**37,300,676**

Complete tables are provided in Annex III.

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[3] Expressed in terms of number of posts (headcounts), except for "External staff financed from agreements" where FTE is used to ensure compliance with table 15 "Additional external staff expected to be financed from grant, contribution or service-level agreements", in annex IV.

[4] Figures expressed in terms of FTE

Expenditures 2021-2023

Table 3 - Expenditure 2021-2023

Financial resources (EUR)		2021 Budget	2022 Budget	2023 Planned
Expenditure	Title 1 - Staff expenditure	20,797,909	21,160,500	21,891,743
	Title 2 - Infrastructure and operating expenditure	2,122,000	2,187,943	2,231,702
	Title 3 - Operational expenditure	4,845,250	3,596,701	3,350,647
	Total EU contribution (Titles 1 + 2 + 3)	27,765,159	26,945,144	27,474,091
	Total Fees and charges	3,122,750	8,035,882	9,826,585
Total		**30,887,909**	**34,981,026**	**37,300,676**

Complete tables are provided in Annex III.

II.2.2   Outlook for the years 2023 – 2025

New tasks

The Agency will prepare a separate budget request to develop a new CSM on occurrence reporting. It would adapt ECCAIRS2, a digital platform assisting aviation stakeholders in collecting, sharing and analysing safety aviation information, into one for rails. The benefits from such platform if enlarged to rail stakeholders could be quite important and the Agency believes it needs a sufficient budget to ensure its complete implementation.

Growth of existing tasks

p.m.

II.2.3   Resource programming for the years 2023 – 2025

Financial resources

The following table displays the evolution of the expenditure and the categories of revenues, respectively, over the period 2023-2025.

Table 4 - Financial resources - Outlook 2023-2025

Financial resources (EUR)		2023 Planned	2024 Planned	2025 Planned
Revenues	1. Fees and charges	9,826,585	10,023,117	10,223,579
	2. EU contribution	26,803,991	27,340,071	27,886,873
	3. Third countries contribution (= EFTA)	670,100	683,502	697,172
	4. + 5. + 6. + 7. Other general revenues	-	-	-
Total		**37,300,676**	**38,046,690**	**38,807,624**
Expenditure	Title 1 - Staff expenditure	21,891,743	22,648,391	23,431,331
	Title 2 - Infrastructure and operating expenditure	2,231,702	2,276,336	2,321,863
	Title 3 - Operational expenditure	3,350,647	3,098,846	2,830,851
	Total EU contribution (Titles 1 + 2 + 3)	27,474,091	28,023,573	28,584,045
	Total Fees and charges	9,826,585	10,023,117	10,223,579
Total		**37,300,676**	**38,046,690**	**38,807,624**

Complete tables are provided in Annex III.

Human resources

Table 5 - Human resources - Outlook 2023-2025[5]

Human resources	2023 Authorised under the EU Budget	2024 ERA estimates	2025 ERA estimates
Temporary Agents (TA)	154	154	p.m.
Contract Agents (CA)	36	36	p.m.
Seconded National Experts (SNE)	4	4	p.m.
Total staff	**194**	**194**	**p.m.**
External staff financed from agreements	2	1	p.m.
Structural service providers[6]	p.m.	p.m.	p.m.

Complete tables are provided in Annex IV & Annex V.

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[5] Expressed in terms of number of posts (headcounts), except for "External staff financed from agreements" where FTE is used to ensure compliance with table 15 "Additional external staff expected to be financed from grant, contribution or service-level agreements", in annex IV.

[6] Figures expressed in terms of FTE

II.2.4   Strategy for achieving 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. The Agency will continue to realise the efficiency effects from initiatives already started in the previous programming cycles, such as:

- The very high degree of digitalisation, eliminating paper-processes and bringing forward online solutions such as e-procurement, e-invoicing etc.
- The continuous cooperation of the Agency with the EUAN network, as well as the European Commission to increase its efficiency:
    - EUAN: best practices and lessons learnt, shared services
    - EU Commission (DG DIGIT, DG BUDGET): implementation of digital EU tools and software, including the migration to SUMMA in 2022 as one of the three pilot agencies.
- The new prioritisation exercise (arbitration), focusing on multiannual planning, and allocating resources in the most efficient manner, based on the value for money for the EU citizens.
- Following a high number of valuable ad-hoc exchanges of expertise between EASA and ERA, the Agency has initiated the formalisation of the Cooperation with EASA, and has defined the initial core areas of cooperation.

While the Agency will continue to strive for an even higher efficiency all across its processes and activities, its ambition is to affirm its stronger and stronger position as the technical reference for the progress with railway interoperability and safety in the EU. In this ambition, the Agency is faced with the challenge of deploying a too limited number of posts compared to its needs to cope with the simultaneous pressure from the policy and the authority tasks, with currently no lift on the establishment plan cap. The Agency is working, in close cooperation with the European Commission, to put forward a comprehensive Strengthening plan, whose objective is to ensure that the Agency has the right level of resources to perform the most adding value activities in an effective and efficient manner, in line with its ambition level.

The **Strengthening plan** is built on the following pillars:

1. Further consolidating the data collection and transparency through reinforced monitoring and a data-driven performance culture. This will entail the use and further improvement of the existing tools and mechanism which yielded results starting 2021, such as the SPD dashboard.
2. Budget planning, management, and absorption leading to better budget execution. This will entail the use and further improvement of the existing tools and mechanism which yielded results starting 2021, such as the budget execution monitoring. For the items of expenditure which represent a significant share of the Agency's budget, benchmarking analyses with similar organisations will be run and opportunities to use shared services with other agencies or with the EC will be analysed.
3. Higher administrative efficiency: the Agency will further increase the direct utilisation of all its resources, will continue to seek for process efficiencies, including through digitalisation and automation and will look at the most effective solutions for sub-contracting non-critical and non-sensitive pieces of work.
4. Targeting the resources to achieve the EU policy objectives. While the level of ambition and action for the Agency around the defined strategic statements can be very high, as also confirmed by the Management Board expectations during the SPD 2023 workshop, the Agency has put in place a mechanism of internal arbitration in order to identify and put forward the priorities which can fit within the available envelope of budget and human

resources in order to ensure the best value for money for the EU citizens. For 2023, a series of arbitration and prioritisation workshops is envisaged, which will further shape the current draft towards the version to be submitted for adoption in November 2022.

5. Predictability and sustainability of Authority work: the Agency is continuously improving the predictability of its authority tasks volume of work, while also working on the streamlining of processes, including through automation (e.g. for the conformity to type activities) and better training of applicants.

II.2.5   Negative priorities / decrease of existing tasks

As mentioned in previous sections, staffing constraints are heavily impacting the work of the Agency and its deliverables. Given such parameters, the Agency has had to re-allocate staff to certain urgent tasks, such as those related to the 4th Railway Package technical pillar at the detriment of other policy tasks. As a consequence, some activities will have to be paused. Additionally, the targets of some projects will have to be decreased to match the reduced time teams can allocate to them.

Due to the personnel shortage, new risks have emerged, such as not respecting legal deadlines for Authority tasks. Another identified risk related to the later-than-expected delivery of National Rules work package.

This situation poorly reflects the level of ambition of the Agency, which prides itself in developing cutting-edge policy in safety management, increasing the competitiveness of the rail sector, and in reducing technical and operational barriers to the free movement of people and goods by rail. In order to deliver the ambitious EU agenda on sustainability and the smart mobility, the contribution of the rail sector will have to be substantial and regrettably the Agency will not be able to play its vital role to achieve these objectives under the current conditions.

Paused activities for the year 2023

- NSA Annual Performance review
  This review focuses on the NSA annual reports and the identified issues.

Stretched and targeted outputs for the year 2023

- *NSA monitoring*
  With less staff available for this important task of performing audits of all NSAs within a three-year cycle, the Agency will have to continue to proceed with targeted audits. In addition, the audits will be performed only remotely, and the number of auditors will be decreased to two. This will impact the scale of any follow-up activity.
- *Joint Network Secretariat*
  While the Joint Network Secretariat remains a very interesting platform highly demanded by the Sector, the Agency will limit its involvement to those described in the terms of reference, namely, to manage the administration and the running of the secretariat, prioritizing the requests. However, this may change depending on the realisation of the CSM ASLP, in particular its integration within the Group of Analysts.
- *ERA Academy*

  Due to the cap on the establishment plan and resource shortages, some of the ERA Academy resources will be redirected towards the operational tasks for the Agency. This will result in longer time to implement the ERA Academy especially in the area of providing and facilitating training while the raising of the knowledge and understanding of Railway Regulations and Technical Specifications is one of the main areas to improve Railway Safety.

- *Research and Innovation*
  While this important work will continue to be carried out by the Agency, its target will unfortunately be reduced. The results of research and innovation from Europe's rail will contribute to the closing of Change Requests but the latter would need to be prioritized after SPD 2023's arbitration.

III. Annual Work programme 2023

III.1 Executive summary

The Annual Work Programme for 2023 details all the projects and services which will be carried out to contribute to the Agency's goals in the aforementioned year. The structure of the Work Programme has been redesigned in order to organise the work of the Agency against desired long-term outcomes, implementing therefore an effective multi-annual work programme with developed objectives, as well as the intervention logic. Nine strategic statements have been identified through a Management Board workshop in July 2020 and form now the backbone of the Annual Work Programme.

The Agency's efforts in 2023 are particularly focused on:

- **Technical and operational barriers**: The Agency will work towards the reduction of technical and operations barriers within the rail market through, among others, the amendment of TSIs to be aligned with the technical innovations, harmonisation of national rules among MSs, continuous NoBo monitoring, the delivery of 4th Railway package activities (SSC, TA, VA), and the deployment of ERTMS.
- **Safety**: The Agency will strengthen safety on rail through the development of a safety culture, the monitoring of National Safety Authority, the Common Safety Methods on Assessment of Safety Level and Safety Performance, and other relevant projects.
- **Data developments and ticketing:** The Agency will continue to foster developments in the field of Linked data, as well as development under the TAP TSI. The Agency will continue its work on databases and registers optimisation.
- **Communication and dissemination:** The Agency will increase communicating and disseminating relevant information and knowledge to its stakeholders, as well as organising events and showcase the interesting projects and developments within the rail sector.
- **International Relations:** The Agency will continue promoting EU and international railway legislation and standards, as well as facilitating rail links in specific geographical areas of interest to the European Commission.
- **Good governance:** The Agency will strive for governance excellence and efficiency in all of its activities and will continue its efforts for improving budget execution rates.

III.2   Activities

III.2.1   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.

Expected outcome	• Disappearance of technical barriers to the free movement of people and goods by rail • Disappearance of operational barriers to the free movement of people and goods by rail • All rail assets can be re-used across the EU
Outcome indicators *Note: they will be further developed in future SPDs*	• Average duration of VA and SSC certification process • Number of VA/SSC/TA certificate issued • Number of joint certification applications from several member states received • Deployment of ERTMS, fixed installation, and rolling stock across the European Rail Network • Number of vehicles that did an error correction update • Evolution of interoperability through survey/poll/ engagement • Number of hours spent at cross-border operations • Number of reported, assessed, and proposed for elimination national rules (absolute numbers and trend) • % of the draft notified rules to be assessed within the deadlines agreed with the related MS • % of the positively assessed Notified Rules publicly available in ERA register(s)
Progress towards outcome in 2023	• Increase the understanding of the barriers preventing the ERTMS deployment across European Rail Network • Prioritisation and kick-off of the TSIs CRs related to TSI Package 2022 follow-up such as telematics, security aspects, unique authorisation based on the national rules harmonisation, digital coupling, new materials, new on-board sources of energy, etc • Finalisation of the cleaning up National Rules for fixed installations • Capitalize on the lessons learnt with National Safety rules and NSA monitoring in all MS • Set up the baseline for NoBos monitoring and capture early best practices/lessons learnt
Expected resource envelope: *Human resources[7]*	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022 78.47 FTE

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[7] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

Financial resources[8]	
EU subsidy	€ 292,257
F&C	€ 3,851,335
Fee-based	Partially

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
000MRA1138				
NoBos monitoring	pm	pm	No. of reports for NoBos audit/inspection sent to NoBos for comments after the onsite visit.	At least 6 reports
			No. of reports for NoBos audit/inspection delivered	At least 3 reports
ERA1172				
Harmonising railway operations	pm	pm	To be defined	To be defined
ERA1175				
TSIs revision	pm	pm	Meetings organised	4 Working Party meeting days
			Resolution of Change Requests	% CR treated and resolved according to plan
			Update on the guides on ERA website	All guides updated

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[8] The financial resources shown here only take into account the direct operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
ERA1177				
Learning from TSIs	pm	pm	Opinions under Art 19(1)(d) AR adopted as an AMOC	4
			Requests to advices answered within the agreed deadlines	100%
			Requests to opinion answered within the agreed deadlines	100%
			Support to NOBOs	100 % Participation to NB Rail PLE and STR
ERA1208				
Revision of SSC guides and procedures	pm	pm	Proportion of problems detected during safety certification activities (including pre-engagement and notifications) for which solutions are proposed	95%
			Proportion of problems detected during safety certification activities (including pre-engagement and notifications) for which solutions are proposed - SSC plenary meetings	5 SSC plenary meetings
			Proportion of problems related to safety certification activities (including pre-engagement and notifications) reported by stakeholders for which solutions are proposed	95%
ERA1209				

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
Revision of VA guides and procedures	pm	pm	Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	95%
			Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed - VA return of experience meetings	5 VA return of experience meetings
			Proportion of problems related to vehicle authorisation activities (including pre-engagement and notifications) reported by stakeholders for which solutions are proposed	95%
ERA1210				
Revision of ERTMS Trackside approval	pm	pm	Proportion of major problems assessed with a decision following the change control process	95%
ERA1213				
Board of Appeal	pm	pm	Issuance of findings and decisions of the Board of Appeal on time	≥95%
ERA1217				

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
Business helpdesk VA, SSC and ERTMS Trackside approval	pm	pm	Proportion of the requests on the Agency scope of work addressed to the business helpdesk answered within 10 working days	90%
			Improvement plan	Deliver an improvement plan
ERA1218				
Manage ERTMS long term evolution	pm	pm	Triage of all CRs which are submitted before end June 2023 > scope of the next maintenance release defined	by end 2023
			66% of Change requests closed which are part of the maintenance release mid 2024 (this according to the CCM process)	End 2023
			CCS TSI Application Guide: publication of the Guide with updates in line with the CCS TSI 2022.	Published
			Database of ERTMS CR	100% up-to-date
ERA1221				
Management of the Authority tasks: VA, SSC and TA	pm	pm	Issuing Approvals - Proportion of decisions taken according to the legal framework deadlines	100%
			Issuing Single Safety Certificates - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Issuing Vehicle Authorisation, including ERTMS on-board assessments - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%
ERA1226				
Registers Operation and Development	pm	pm	ERADIS- % of user support requests received via Service Desk and allocated to the Registers team answered on time	80%
			ERADIS-% of submitted ERADIS documents assigned to the Registers team managed (published, rejected, or other actions taken)	95%
			ERADIS-% System availability (covering maintenance, bug fixes and patches and their analysis and testing)	98%
			ERATV- % of submitted records published or clarification requested	85%
			ERATV- % System availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	98%
			EVR - % of received local NVRs migrated to EVR within 6 months from the day of request	95%
			EVR % system availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	98%

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Organisation's code Register - % of requests for organisation code allocation answered (accepted or rejected) within 10 days	95%
			Organisation's code Register -% System availability (covering maintenance, bug fixes and patches and their analysis and testing)	98%
			Number of SRD releases per year if budget available	1
			SRD - % System availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	85%
			VKM published monthly	Published
ERA 0000				
Executing SSC	pm	pm	Authority tasks	Legal deadlines and according to the process
Executing VA	pm		Authority tasks	Legal deadlines and according to the process
Executing ERTMS TA	pm		Authority tasks	Legal deadlines and according to the process
ERA-DRO-010				

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
OSS operation and development	pm	pm	Proportion of significant problems detected during operation for which solutions are available in a next release.	95%
ERA-PRG-006				
National Technical Rules management	pm	pm	National rules for fixed installations	Cleaned and published
			% of the positively assessed Notified Rules publicly available in ERA register(s)According to Art 25 of the Agency Regulation	100%
			% of the draft notified rules to be assessed within the deadlines agreed with the related MS	100%
ERA-REC-129				
Manage Radio Communication evolution	pm	pm	Triage of all CRs which are submitted before end June 2023 > scope of the next maintenance release defined	End 2023
			CCS TSI Application Guide specific part for Radio: publication of the Guide with updates in line with the CCS TSI 2022.	Published
			Progress Report on the Evolution of Railway Radio Communication to EC	Q3
001NET1024				

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
Joint Network Secretariat	pm	pm	Joint Network Secretariat - Agency internal procedure on JNS applied	If applicable, at least one JNS normal procedure

III.2.2   Strategic statement 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.

III.2.3   Strategic statement 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.

Expected outcome	• Improved synergies with other transport modes, placing railways at the core of the new multimodal transport system • Sustainability of railways will be further enhanced and showcased • Rail is the preferred mode of transport of new generations • Seamless rail traffic • Mobility as a service and Logistics as a service are ensured • Multi-leg ticketing supports the new multimodal transport system in the EU

Outcome indicators
Note: they will be further developed in future SPDs
	• Evolution of rail modal share, for both freight (normal transport & dangerous goods) and passenger
	• Growth in rail traffic in absolute terms
	• Share of decarbonized energy in the rail sector and the transport system in the EU
	• Survey/analysis on generational preferences on transport mode
	• Provision of interoperable through-tickets between the different railway undertakings
	    o Domestic
	    o International
	• Tickets valid in different transport modes proposed by providers.
	    o Domestic
	    o International
	• Quantity of the TAF TSI messages exchanged or alternatively number of TAF TSI implementers

Progress towards outcome in 2023	• Publish at least one annual topic report on the green Agenda • Publish the Interoperability Progress report for TAF/TAP TSI • Extension of TAP access to ticket vendors (information on timetable, tariff, and journey in real-time) • Messages on train composition, train running, and consignment/ wagon tracking will be made available to not only railway undertakings but also to transporters sending goods by train • Harmonisation of the rules for the codification system used for combined transport
Expected resource envelope	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022 3.64 FTE

Human resources[9] Financial resources[10]	€53,462
Fee-based	No

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

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[9] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[10] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project code	FTEs	€	Output indicator in line with the accountability ceiling	Target
006REC1128				
Manage the evolution of TAF TSI	pm	pm	Monitoring of the TAF TSI implementation - progress report on Year -1	Q2 2023
			Change requests included in TAF technical appendices, according to the CCM process	Q4 2023
ERA1234				
Green agenda	pm	pm	Annual topical report	Report published
			Webinar presenting the outcomes of the report	Webinar organised
ERA-REC-122				
Manage the evolution of Telematics application for passengers (TAP TSI)	pm	pm	Change requests included in TAP technical appendices, according to the CCM process	Q2 and Q4 2023
			Monitoring of the TAP TSI implementation - progress report on Year -1	Q2 2023
ERA-WKG-015				
TDG Coordination	pm	pm	No. of meetings where ERA supports the EC in accordance with the AR art. 17.	15

III.2.4 Strategic statement 4 - Rail will be an increasingly safe and secure mode of transport for its users and workers.

Expected outcome	• Improved safety and security on rail • Improved safety and security for rail workers

Outcome indicators
Note: they will be further developed in future SPDs
	• Number of open type 3 issues when issuing SSC's/ overall number of certificates issued
	• Number of SSC's issued with reduced validity period/ overall number of certificates issued
	• Percentage of NSA's audited with at least one deficiency (focused on deficiencies still open from the 1st cycle)
	  Note: this is a rolling indicator
	• NSA Monitoring: number of deficiencies still open (follow-up of the 1st cycle) vs number of deficiencies of the 1st cycle
	  Note: this is a rolling indicator

Progress towards outcome in 2023	• Reinforce the maturity of operators (i.e. IM, RU, ECM) in the implementation of their management systems • Reinforce the maturity of the different legal control levels in adequately fulfilling their activities (i.e. MS, NSA, CSM AsBo, ECM certif. bodies, NoBo (DeBo), accreditation/recognition, NIBs) • Actively promote the sharing of safety related data for proper decision-making at all levels in the railway system
Expected resource envelope: *Human resources[11]* *Financial resources[12]*	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022 18.18 FTEs €297,603
Fee-based	No

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[11] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[12] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
000MRA1097				
Review of NIB accident investigation reports	pm	pm	2022 Qualitative analysis of NIB accident investigation reports.	Publication of 2022 Qualitative analysis
			2023 Qualitative analysis of NIB accident investigation reports.	One draft summary analysis delivered
001MRA1116				
NSA Monitoring implementation	pm	pm	No. of audit reports delivered	At least 4
			No. of audit reports sent to NSA for comments after the onsite visit, including follow-up of the first cycle	At least 6
004SST1088				
Develop Safety Culture	pm	pm	ERA-SCS Follow up activities	To be defined
			Information on the development of safety culture collected (RSD Art. 29.2)	To be defined

			Safety Culture Peer Review Service	To be defined
			Series of guide on safety culture	1 new guide
ERA SAIT				
SAIT	pm	pm	To be defined	To be defined
ERA1167				
Sustainable safety management	pm	pm	Safety Training Portfolio: X training modules/workshops	developed and tested
ERA1168				
Learning from safety performance	pm	pm	Available training modules delivered	# training modules delivered
			Bilateral feedback provided to # NIB (possibly to be combined with NIB peer review)	# of NIB
ERA1219				
Common Safety Methods on Assessment of Safety Level and Safety Performance	pm	pm	Implementation of the CSM ASLP	Started with a limited scope and with ISS when available
			1st version ISS online (+one update correcting bugs)	Limited application scope in accordance with CSM phase 1
			Recommendation on Appendix C	Adopted by EC in combination with Appendix D update
			Technical Opinion on Appendix D	Update with needed ISS improvements

			Technical Opinion on Appendix A	Updated according to the lessons learned
			Technical Opinion on Appendix B	Updated according to the lessons learned
ERA1224				
Support to NIB Peer Review	pm	pm	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
ERA1236				
Integrate human and organisational factors	pm	pm	Guidance on specific HOF topics	To be defined
			Training on specific HOF topics	To be defined
			Dissemination on HOF topics	To be defined

III.2.5 Strategic statement 5 - Rail will be resilient and agile in responding to emergency situations

Expected outcome	• **Resilience of the rail sector to emergency situations and external events** • **Agility of the rail sector to respond quickly and efficiently to emergency situations**
Outcome indicators *Note: they will be further developed in future SPDs*	The indicators will be developed in future SPDs, as no projects contribute to the achievement of the statement in 2022.
Progress towards outcome in 2023	There will be no progress towards outcome in 2023, as no projects have been allocated to the strategic statement at this stage.
Expected resource envelope:	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022
Human resources *Financial resources*	0 FTEs € 0
Fee-based	No

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
--	pm	pm	--	--

III.2.6 Strategic statement 6 - Rail will become increasingly economically competitive as a mode and as a sector.

Expected outcome	• **Competitiveness of the rail sector compared with other modes of transport**
Outcome indicators *Note: they will be further developed in future SPDs*	• Average cost of VA, SSC and ERTMS TA • Average duration of VA, SSC and ERTMS TA • ETCS costs (trackside and on-board) • Number of reported, assessed and proposed for elimination national rules (absolute numbers and trend to be monitored) • Competitors' market share in freight/passenger • Rail's modal share of total transport in freight/passenger
Progress towards outcome in 2023	Increase evidence and knowledge to support impact and outcome-based decision making
Expected resource envelope:	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022
Human resources[13] *Financial resources[14]*	2.38 FTEs € 0
Fee-based	No

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
ERA1188				
Impact assessments	pm	pm	Number of impact assessments delivered for recommendations and opinions	Number of IAs corresponds to the number recommendations delivered / number of opinions issued

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[13] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[14] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

			Task Force Report endorsed by ESG	Report delivered to the ESG by December
ERA1189				
Ex-post evaluations	pm	pm	Number of completed ex-post evaluations	At least one
ERA1195				
Statutory reporting on railway system	pm	pm	Annual assessment report on achievements of CSTs	31/03/2023
			Annual overview for safety	Available by March
ERA1196				
Data and information analysis	pm	pm	Contribute to follow-up activities of the ERA Safety Climate Survey, including the drafting of partner reports	Delivery before 30/11/23
ERA1223				
Women in transport	pm	pm	Implementation of action plan of the gender equality audit	85%
			Publication of theses/dissertations and possibly traineeship at ERA	100%
			Working together with EASA and EMSA on common issues related to women in transport	Ongoing

III.2.7 Strategic statement 7 - The EU will become the global reference for rail and ERA authorisations will be globally recognised.

Expected outcome	• **The EU is a global reference for railway certifications and integration** • **ERA authorisations are recognised worldwide**
Outcome indicators *Note: they will be further developed in future SPDs*	• Number of times ERA is mentioned in social media/ news outside EU • Number of participants (EU and non-EU) in ERA trainings and dissemination events • Number of countries signing agreement with EC to implement EU rail standards • Number of rail EN standards that become rail ISO standards • Number of countries outside Europe implementing ERTMS • All OTIF Uniform Technical Prescriptions are equivalent to the relevant TSIs
Progress towards outcome in 2023	EUMedRail, IPA and other EU Conferences

Expected resource envelope:
 	
Human resources[15]
    EU subsidy
    Grant, Contr. & SLA
Financial resources[16]
    EU subsidy
    Grant, Contr. & SLA
	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022
	
	10.97 FTEs
	2 FTEs
	
	€ 788,343
	€ 250,000

Fee-based	No

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
ERA1145				
ERA Academy	pm	pm	The Academy develops in a sound economic way. Further promotion of the Academy.	Delivered as planned

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[15] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[16] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Continuously improve quality and performance, tools and procedures.	
			Further integration of the e-learning environment (Moodle) and further populating and updating it, Library and Terminology following the needs of the stakeholders. Ensuring delivery of trainings e.g. through qualification of external trainers and training organisations. Making the e-learning platform a major global source and reference for EU railways regulatory information.	Developed and implemented as planned
			Cooperate with HR to facilitate the delivery of the trainings required by the competency framework for ERA staff.	Continued development
			Delivering ERA events: conferences, webinars, workshops as defined in the yearly communication and dissemination plan agreed by the MB.	Delivered
			Delivering trainings upon request of the Commission, Member States, candidate countries and networks within the nature of activities and the extend as defined by the MB (Art. 43 EU 2016/796). Participating in conferences organised by other stakeholders if related to the Agency's projects and services.	Delivered

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Further developing a training movement towards a strong international network of railway staff on all levels.	Established
ERA1147				
Coordination of international relations	pm	pm	Collaboration with OSJD, OTIF	Ensured
			Engagement with other international regulation bodies (Platform of regulators)	Ensured
			Support to EC in wider international engagement	Ensured
ERA1150				
EUMedRail Note: Continuation of the project in 2023 depends on the decision taken on the extension of the grant	pm	pm	Pm	Pm
ERA1151				
IPA and Western Balkans Note: Continuation of the project in 2023 depends on the decision taken on the extension of the grant	pm	pm	Pm	pm
ERA1161				
Online corporate communication	pm	pm	LinkedIn number of followers	10% increase compared with 2022 numbers
			Creation of original content for social media	At least 15 posts per month
			Twitter number of followers	10% increase compared with 2022 numbers
			Retweet numbers	At least 12 retweets per month

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Participation in DG DIGIT meetings and workshops on website development / management	Attended
ERA1163				
Communication Services	pm	pm	Creating and implementing communication campaigns aiming at explaining ERA's mission, activities and added value	2 Communication Campaigns
			Creating communication products (publications, videos, multimedia content) supporting the strategical goals of ERA, which efficiently performs the new tasks set out under the 4th Railway Package	• 5 publications explaining ERA's work and programmes • 3 videos • 5 GIFs
			Strengthening and keeping the consistence of ERA corporate design	• Updating the Visual Identity Guidelines • 2 internal trainings delivered to ERA Staff
ERA1178				
Collaboration with European and international standardisation organizations	pm	pm	Assessment of the new standard version to be referred to in TSIs	20 new versions assessed within the agreed deadlines
			Participation to the meeting related (RASCOP, TC9X, TC256, ISO, UIC)	6
ERA1193				
Research and Innovation (S)	pm	pm	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
			Internal communication sessions organised to raise awareness	Two internal communication sessions organised

Project	FTEs	€	Output indicator in line with the accountability ceiling	Target
			Europe's Rail JU projects of interest for the Agency monitored	At least 50% projects of interest for the Agency monitored
			List of Europe's Rail JU projects of interest for the Agency identified	100% of JU new projects analysed
			Support to the Europe's Rail JU and cooperation with other bodies on research	At least one written communication on the Agency's research needs to the relevant bodies
ERA1240				
Management of innovation and long-term evolution of the Agency	pm	pm	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
			Promoting the Agency's proposal(s) for its long-term evolution	Communication on the updated document 'A compelling vision for the target rail system'
Additional costs under strategic statement 7 that are not related to specific projects				
ED missions	pm	pm	Not applicable	Not applicable

III.2.8 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

Expected outcome	• **Effective and efficient governance of the Agency's portfolio** • **The Agency's activities provide value for money guaranteed to EU citizens and businesses across the EU**
Outcome indicators *Note: they will be further developed in future SPDs*	• Proportionate portfolio of projects and services • Efficient and effective internal processes and workflows • Number of decisions taken by delegation from MB • Stakeholder satisfaction survey/feedback • Business value of the railway data
Progress towards outcome in 2023	• In depth analysis on the internal roles and responsibilities to ensure the MT and MB can focus on important decisions, including PPS framework • Increase of the qualification of Programme, projects and service managers • Efficiency strategy published, and its action plan being implemented • Design an open survey on the Agency website to collect feedback, in parallel study the feasibility of using social media to measure the Agency reputation and stakeholder's satisfaction via sentiment analysis. • Effective Data Governance in place with Reference Data appropriation
Expected resource envelope: *Human resources[17]* *Financial resources[18]*	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022 55,74 FTEs € 546,894
Fee-*based*	No

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Row Labels	FTEs	€	Output indicator in line with the accountability ceiling	Target

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[17] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[18] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

ERA9999				
ERA Management and administration	pm	pm	Not applicable	Not applicable
ERA1148				
Networks	pm	pm	Networks - NIB cooperation	Organised
			Networks - NRB management and Coordination	Organised
			Networks - NSA Network	Organised
ERA1153				
Integrated Management System	pm	pm	ISO 9001 certification	ISO 9001 certification
			Number of simplified (LEAN-ed) ERA processes	Min. 2
			Rate of closing pre-2023 audits findings (registered in Action Tracking System)	75%
ERA1154				
Supporting EB and MB meetings	pm	pm	% of mandatory decision topics for 2021 covered by the EB/MB meetings	100%
ERA1156				
Organisational strategic programming, monitoring and reporting	pm	pm	No. of strategies implemented according to the action plan	3
			CAAR 2022	Adopted by MB
			SPD 2023 monitoring Dashboard	Delivered to MT/EB/MB
			SPD 2024	Adopted by MB
			SPD 2025	Workshop organised and first SPD 2025 draft issued
			Internal audits	Implemented according to plan
			Strengthening plan	Implemented in line with the action plan

ERA1158				
Monitoring the assessment of internal control	pm	pm	% of Nonconformities for which corrective/preventive actions are established	100%
			Agency' most significant risks identified and assessed. Remedial action plans	Documented and reported in CAAR
ERA1159				
Legal support	pm	pm	% of legal acts issued by the Agency, as defined by the Agency regulation, for which legal advice was provided	100%
ERA1160				
Accounting	pm	pm	Accounting - Opinion in the CoA annual report on reliable Agency accounts	Positive
ERA1162				
Media Relations and Crisis Communication	pm	pm	WP1: Improve capability e.g. by early detection systems, a tool for reputation measuring/monitoring	100%
			WP2: Deliver effective crisis communications	No reputational damages (legal actions, written complains)
			WP3: 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
			WP4: Deliver effective media relations	Increased number of articles/features compared to 2022; all enquiries answered within deadline; etc (details see plan)
			WP5: Deliver effective media coverage of ERA events	Increased media coverage per ERA event compared to previous year in relevant international media & in specialised media

			WP6: Test & refresh reputational awareness of staff	Training delivered, quality of communications by non-SAC staff improved
ERA1200				
Finance service	pm	pm	% of carry-over of payment appropriations for T1	<10%
			% of carry-over of payment appropriations for T2	<20%
			% of carry-over of payment appropriations for T3	<30%
			% of execution of C8 payment appropriations	95%
			% of the annual appropriations committed	98%
			% payments made by contractual deadline	>95%
ERA1205				
Procurement Service	pm	pm	No. of procurement procedures timely organised out of the total number of procurement procedures planned in the annual procurement plan	>90%
ERA1222				
Ethics service	pm	pm	% of Agency's staff trained on antifraud and Ethics	at least 15%
			% of annual declaration of interests (DoI) submitted by staff members	at least 90%
ERA1225				

Management, control and support of Agency's portfolio of projects and services	pm	pm	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
			Monthly reports for Agency's projects and services	95% collected
			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
ERA1227				
Interoperable data	pm	pm	Linked data programme update and continuous implementation towards a data-centric organisation.	Controlled vocabularies cover Activities at Agency-wide scale.
			Linked data programme implementation towards a data-centric organisation.	Progress data-centricity and user-centricity.
			Handover to Registers team.	March 2023
			Timely management of RINF user support requests	90%
ERA1231				
Data Protection Office	pm	pm	Percentage of pieces of advice and consultation provided on time	100%
ERA1237				
Revision of Document Management	pm	pm	To be defined	To be defined

III.2.9 Strategic statement 9 - The Agency will ensure a performant working environment, based on high-quality motivated human resources and a collaborative behaviour

Expected outcome	• **Performant working environment at the Agency** • **Collaborative behaviour showcased through all processes and deliveries of the Agency** • **High-quality service delivery**
Outcome indicators *Note: they will be further developed in future SPDs*	• Data-centric organisation • Percentage of overall staff satisfaction within staff survey • Percentage of staff satisfaction within staff survey on working tools and services

Progress towards outcome in 2023	• Driving a cultural change
	• Clarify the concept of digital transformation, defining the scope and the impact on the Agency's activities. Baselining
	• Setting the strategic landscape for HR, Registers, IT, etc.
	• Appropriate supply of working tools, such as Sysper II, ABAC/SUMMA, New SharePoint environment, and deployment of cloud-based services
	• Facilitating the network compatibility checks done by the RUs by mean of applications based on RINF Register accessible as Linked Data
	• Competency management framework:
	    o Self-assessment for the PAD action plan, testing the process for future development
	    o Fully deployed in IMS
	    o Align staff IT literacy with new environments (e.g. Power BI, planner, PowerApps, etc.)

Expected resource envelope: *Human resources[19]* *Financial resources[20]*	Note: The below numbers are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022 24,62 FTEs €3,996,535.00
Fee-based	No

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[19] The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

[20] The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Note: The list with projects/ outputs and targets are indicative and will further evolve after the MT/ EC arbitration workshops planned in February - April 2022

Row Labels	FTEs	€	Output indicator in line with the accountability ceiling	Target
ERA1201				
ICT service	pm	pm	ServiceDesk user satisfaction feedback "Very Good/Excellent" rate	>70%
			Average yearly availability of the Critical IT systems	98%
			Average yearly availability of the Essential IT systems	95%
			Average yearly availability of the Necessary IT systems	93%
ERA1202				
FM service	pm	pm	ServiceDesk users' satisfaction feedback "Very Good/Excellent" rate	>70%
			Execution of evacuation exercise at the ERA HQ	At least 1 exercise per year
ERA1203				
HR service	pm	pm	% implementation of the establishment plan	> 98%
			% of staff turnover	Lower or equal to 5%
ERA1207				
New ERA building Phase 2	pm	pm	Study – Phase 5: "Assistance consultation concours Maîtrise d'œuvre" and Phase 6	Completion of phases 5 & 6 of the Study

			"Conception, mise au point et optimisation projet" (total of one year maximum)	
ERA1228				
Internal communication	pm	pm	Actions based on survey results	100% of the top 20% ranked according to impacts
			Evaluation survey	One survey per year
ERA1235				
Better together at ERA	pm	pm	ERA's organisational culture reassessed	Staff survey on ERA's organisational culture
Additional costs under strategic statement 9 that are not related to specific projects				
PAD missions	pm	pm	Not applicable	Not applicable
RSYS missions	pm	pm	Not applicable	Not applicable
SAFO missions	pm	pm	Not applicable	Not applicable
ERTMS missions	pm	pm	Not applicable	Not applicable
RSFI missions	pm	pm	Not applicable	Not applicable
AAM missions	pm	pm	Not applicable	Not applicable
EXO missions	pm	pm	Not applicable	Not applicable
RSU missions	pm	pm	Not applicable	Not applicable
FPU missions	pm	pm	Not applicable	Not applicable

Annexes

Annex I.   Organisational chart
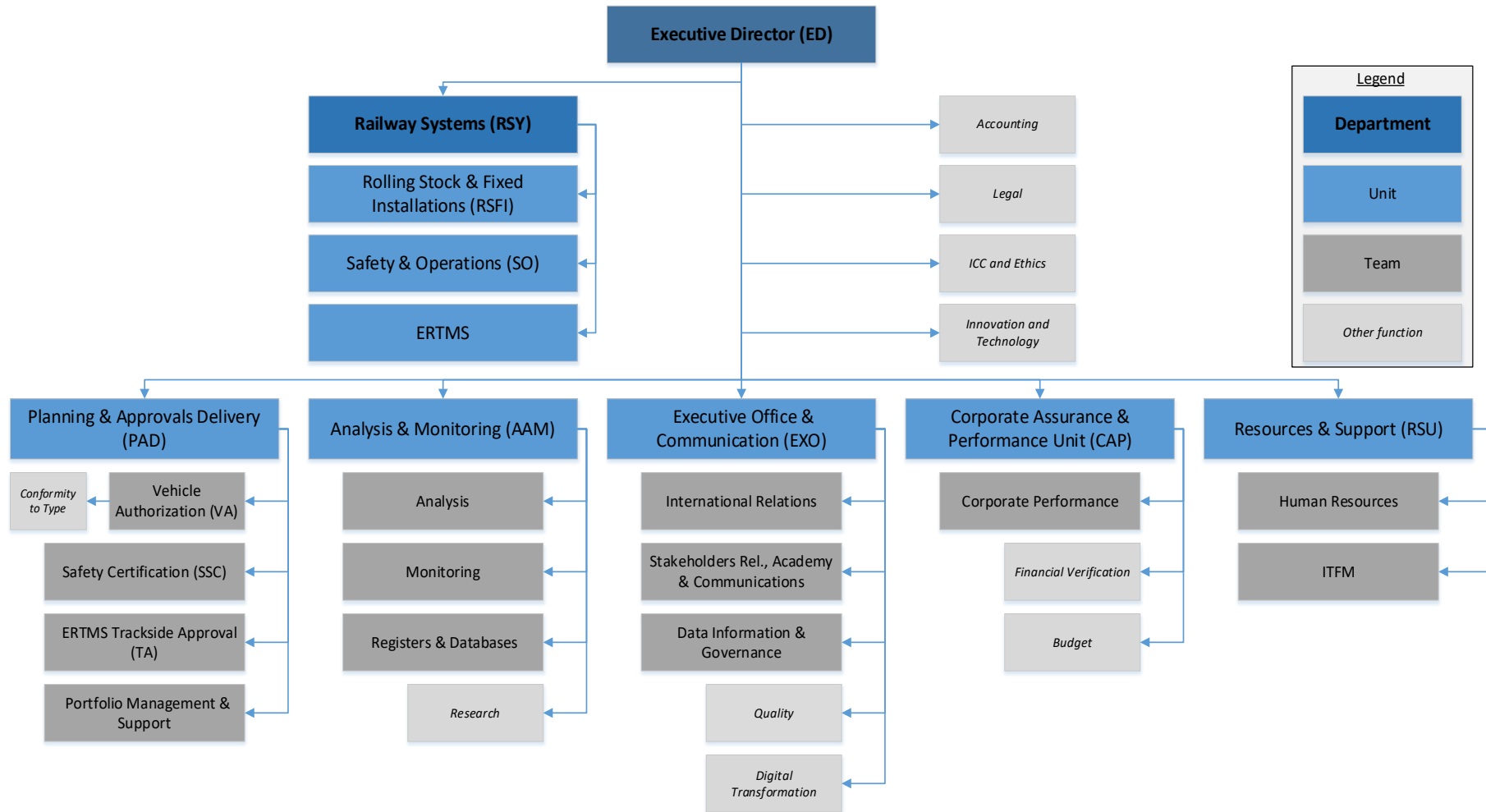
Figure 1 - Organisational chart as of 01/01/2022

Table 6 - Number of posts for each organisational entity[21]

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
ED	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
ED (general)									
Accountancy									
Legal									
RSY	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
RSY (general)									
ERTMS									
RSFI									
SO									
PAD	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
(general)									
ERTMS Trackside Approval									
Portfolio Management & Support									
Safety Certification									
Vehicle Authorization									
AAM	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
AAM (general)									
Analysis									
Monitoring									
Registers & Databases									
EXO	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
EXO (general)									
Corporate Performance									

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[21] Expressed in terms of headcount

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
Data Information & Governance									
International Relations									
Stakeholders Relations, Academy & Comm.									
CAP	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**
CAP (general)									
Corporate Performance									
RSU	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**
RSU (general)									
Human Resources									
ITFM									
Grand Total	**154**	**36**	**4**	**194**	**0**	**2**	**0**	**2**	**196**

Annex II.   Resource allocation per activity 2023 - 2025 [22]

Table 7 - Resource allocation 2022 - 2025[23]

Activity	Revenue source	2022				2023				2024				2025			
		Σ FTE	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €
Strategic statement 1	EU contribution	43.2	35.8	7.4	7,028,351	43.5	35.8	7.7	7,202,244	43.5	35.8	7.7	7,391,030	43.5	35.8	7.7	7,967,416
	Fees and charges	*35.0*	*29.5*	*5.5*	*8,035,882*	*35.0*	*29.5*	*5.5*	*9,826,585*	*35.0*	*29.5*	*5.5*	*10,023,117*	*35.0*	*29.5*	*5.5*	*10,223,579*
Strategic statements 2-3	EU contribution	3.6	3.0	0.6	621,075	3.6	3.0	0.6	632,080	3.6	3.0	0.6	644,261	3.6	3.0	0.6	689,162
Strategic statement 4	EU contribution	18.1	16.1	2.0	3,142,475	18.2	16.1	2.1	3,188,433	18.2	16.1	2.1	3,245,474	18.2	16.1	2.1	3,706,438
Strategic statement 5	EU contribution	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0
Strategic statement 6	EU contribution	2.4	2.3	0.1	368,884	2.4	2.3	0.1	378,767	2.4	2.3	0.1	391,119	2.4	2.3	0.1	497,938
Strategic statement 7	EU contribution	10.9	7.9	3.0	2,571,083	11.0	7.9	3.1	2,533,022	11.0	7.9	3.1	2,491,282	11.0	7.9	3.1	2,295,396
	Grant, Contr. & SLA	*6.0*	*0.0*	*6.0*	*840,735*	*2.0*	*0.0*	*2.0*	*250,000*	*1.0*	*0.0*	*1.0*	*0*	*0.0*	*0.0*	*0.0*	*0*
Strategic statement 8	EU contribution	55.4	43.2	12.2	9,192,647	55.7	43.2	12.5	9,407,460	55.7	43.2	12.5	9,627,998	55.7	43.2	12.5	9,758,463
Strategic statement 9	EU contribution	24.4	16.2	8.2	4,020,631	24.6	16.2	8.4	4,132,085	24.6	16.2	8.4	4,232,410	24.6	16.2	8.4	3,669,232
Σ EU contribution		**157.9**	**124.5**	**33.4**	**26,945,144**	**159**	**124.5**	**34.5**	**27,474,091**	**159**	**124.5**	**34.5**	**28,023,573**	**159**	**124.5**	**34.5**	**28,584,045**
Σ Fees and charges		**35.0**	**29.5**	**5.5**	**8,035,882**	**35**	**29.5**	**5.5**	**9,826,585**	**35**	**29.5**	**5.5**	**10,023,117**	**35**	**29.5**	**5.5**	**10,223,579**
Total EU contribution & Fees and Charges		**192.9**	**154.0**	**38.9**	**34,981,026**	**194**	**154**	**40**	**37,300,676**	**194**	**154**	**40**	**38,046,690**	**194**	**154**	**40**	**38,807,624**

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[22] Staff numbers – in line with EU Draft Budget "2.1.2 European Union Agency for Railways – ERA" – include statutory staff only (establishment plan and external staff), as a consequence External staff financed from grant, contribution or service-level agreements, Structural service providers, and Interim workers are not included.

[23] Title 1 & 2 budget distributed pro rata based on the FTE allocation. FTE and budget allocation for 2023-2025 is tentative.

Activity	Revenue source	2022				2023				2024				2025			
		Σ FTE	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €
Σ Grant, Contr. & SLA		6	0	6	840,735	2	0	2	250,000	1	0	1	0	0	0	0	0
Grand Total		198.9	154.0	44.9	35,821,761	196	154	42	37,550,676	195	154	41	38,046,690	194	154	40	38,807,624

Annex III.   Financial Resources 2023-2025

T 1 –   Revenue

i –   General revenues

Table 8 - Overview of revenues

Revenues (EUR)	2022 Estimated by ERA	2023 Budget forecast
2. EU contribution	26,278,423	26,803,991
1. + 3. + 4. + 5. + 6. + 7. Other revenue	8,702,603	10,496,685
Of which 1. Revenues from fees and charges	*8,035,882*	*9,826,585*
Of which 3. Third country contribution (= EFTA)	*656,721*	*670,100*
Total revenues	**34,981,026**	**37,300,676**

Table 9 - General revenues

Revenues	2021 budget (EUR)	2022 budget (EUR)	2023 Agency request (EUR)	2023 Budget forecast (EUR)	VAR 2023/2022 (%)	2024 Envisaged (EUR)	2025 Envisaged (EUR)
1. Revenues from fees and charges	1,957,889	8,035,882	9,826,585			10,023,117	10,223,579
2. EU contribution*	27,560,000	26,278,423	26,803,991			27,340,071	27,886,873
of which assigned revenues deriving from previous years' surpluses	*119,879*	*114,224*	*-*			*-*	*-*
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	672,283	656,721	670,100			683,502	697,172
of which EEA/EFTA (excl. Switzerland)	*672,283*	*656,721*	*670,100*			*683,502*	*697,172*
of which candidate countries			*-*	*-*		*-*	*-*

Revenues	2021 budget (EUR)	2022 budget (EUR)	2023 Agency request (EUR)	2023 Budget forecast (EUR)	VAR 2023/2022 (%)	2024 Envisaged (EUR)	2025 Envisaged (EUR)
4. Other contributions		-	-			-	-
5. Administrative operations		-	-			-	-
of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		-	-			-	-
6. Revenues from services rendered against payment	120,835	10,000	-			-	-
7. Correction of budgetary imbalances		-	-			-	-
Total revenues	**30,311,007**	**34,981,026**	**37,300,676**	**p.m.**	**p.m.**	**38,046,690**	**38,807,624**

ii – Additional EU funding: grant, contribution and service-level agreements

Table 10 - Overview on additional EU funding

Revenues	2022 Budget (EUR)	2023 Budget forecast (EUR)
Total revenues	840,735	250,000

Table 11 - Additional EU funding: grant, contribution and service-level agreements

Revenues	2021 Budget (EUR)	2022 Budget (EUR)	2023 Agency request (EUR)	2023 Budget forecast (EUR)	VAR 2023/2022 (%)	2024 Envisaged (EUR)	2025 Envisaged (EUR)
Additional EU funding stemming from **Grants** (FFR Art.7)	492,769	580,735	0			0	0
Additional EU funding stemming from **Contribution Agreements** (FFR Art.7)	260,000	260,000	250,000			0	0
Additional EU funding stemming from **Service-Level Agreements** (FFR Art. 43.2)	35,376	0	0			0	0
Total	**788,145**	**840,735**	**250,000**	**p.m.**	**p.m.**	**0**	**0**

For the list of agreements and further details, refer to Annex XI Plan for grant, contribution, or service-level agreements*.*

T 2 –   Expenditure

iii –   Expenditure

Table 12 - Expenditure

Expenditure (EUR)	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	21,160,500	21,160,500	21,891,743	21,891,743
Title 2 - Infrastructure and operating expenditure	2,187,943	2,187,943	2,231,702	2,231,702
Title 3 - Operational expenditure	3,596,701	3,596,701	3,350,647	3,350,647
Total EU contribution	**26,945,144**	**26,945,144**	**27,474,091**	**27,474,091**
Title 1 - Staff expenditure	5,106,155	5,106,155	5,284,272	5,284,272
Title 2 - Infrastructure and operating expenditure	433,057	433,057	441,718	441,718
Title 3 - Operational expenditure	2,496,670	2,496,670	4,100,594	4,100,594
Total Fees and charges	**8,035,882**	**8,035,882**	**9,826,585**	**9,826,585**
Grant Agreements	580,735	580,735	-	-
Contribution Agreements	260,000	260,000	250,000	250,000
Service-Level Agreements	-	-	-	-
Total Grants, Contrib. & SLAs	840,735	840,735	250,000	250,000
Grand Total	**35,821,761**	**35,821,761**	**37,550,676**	**37,550,676**

iv – Commitment appropriations

Table 13 - Commitment appropriations (EU contribution)

Titles & Chapters (EU contribution)	2021 Budget (EUR)	2022 Budget (EUR)	2023 Budget Agency request (EUR)	Budget forecast (EUR)	VAR 2023/2022 (%)
Title 1 - Staff expenditure	**20,797,909**	**21,160,500**	**21,891,743**	**p.m.**	**p.m.**
Salaries & allowances	20,304,909	20,535,500	21,254,243		
- Of which establishment plan posts	*17,884,709*	*17,679,000*	*18,297,765*		
- Of which external personnel	*2,420,200*	*2,856,500*	*2,956,478*		
Expenditure relating to staff recruitment	70,000	147,000	149,940		
Employer's pension contributions	0	0	0		
Mission expenses	46,000	10,000	10,200		
Socio-medical infrastructure	57,000	75,000	76,500		
Training	120,000	150,000	153,000		
External services	177,000	220,000	224,400		
Receptions, events and representation	3,000	3,000	3,060		
Social welfare	20,000	20,000	20,400		
Other Staff related expenditure	0	0	0		
Title 2 - Infrastructure and operating expenditure	**2,122,000**	**2,187,943**	**2,231,702**	**p.m.**	**p.m.**
Rental of buildings and associated costs	1,045,000	1,021,290	1,041,716		
Information, communication technology and data processing	755,000	976,653	996,186		
Movable property and associated costs	105,000	36,000	36,720		
Current administrative expenditure	22,000	34,000	34,680		
Postage / telecommunications	185,000	115,000	117,300		
Meeting expenses	5,000	0	0		
Running costs in connection with operational activities	0	0	0		

Titles & Chapters (EU contribution)	2021 Budget (EUR)	2022 Budget (EUR)	2023 Budget		VAR 2023/2022 (%)
			Agency request (EUR)	Budget forecast (EUR)	
Information and publishing	5,000	5,000	5,100		
Studies	0	0	0		
Other infrastructure and operating expenditure	0	0	0		
Title 3 - Operational expenditure	**4,845,250**	**3,596,701**	**3,350,647**	**p.m.**	**p.m.**
Strategic statement 1		328,000	292,257		
Strategic statements 2 & 3	173,563 (i)	60,000	53,462		
Strategic statement 4	772,448 (ii)	334,000	297,603		
Strategic statement 5	979,882 (iii)	0	0		
Strategic statement 6	230,517 (iv)	0	0		
Strategic statement 7	257,905 (v)	884,758	788,343		
Strategic statement 8	24	613,780	546,894		
Strategic statement 9		245,000	218,302		
Other operational expenditure	2,430,935	1,131,163	1,153,787		
Total	**27,765,159**	**26,945,144**	**27,474,091**	**p.m.**	**p.m.**

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[24] Due to the shift from the previous Activity structure to a resource allocation based on the 9 Strategic Statements as from 2022, Title 3 budget lines are not comparable. The Activities corresponding to Title 3 budget lines before the Strategic Statements (i.e. until the end of 2021) were the following: (i) Contributing to shaping target and global reference, (ii) Developing the harmonised regulatory SERA technical framework, (iii) Implementing the harmonised regulatory SERA technical framework, (iv) Monitoring, evaluating and reporting, (v) Delivering efficient and effective services

Table 14 - Commitment appropriations (Fees and charges)

Titles & Chapters (Fees and charges)	2021 Budget (EUR)	2022 Budget (EUR)	2023 Budget		VAR 2023/2022 (%)
			Agency request (EUR)	Budget forecast (EUR)	
Title 4.1 - Staff expenditure	**2,122,750**	**5,106,155**	**5,284,272**	**p.m.**	**p.m.**
Salaries & allowances	1,726,000	4,601,500	4,762,553		
- Of which establishment plan posts	*1,536,000*	*4,189,000*	*4,335,615*		
- Of which external personnel	*190,000*	*412,500*	*426,938*		
Expenditure relating to staff recruitment	0	0	0		
Employer's pension contributions	396,750	464,759	481,026		
External services	0	39,896	40,694		
Title 4.2 - Infrastructure and operating expenditure	**0**	**433,057**	**441,718**	**p.m.**	**p.m.**
Rental of buildings and associated costs	0	216,710	221,044		
Information, communication technology and data processing	0	216,347	220,674		
Title 4.3 - Operational expenditure	**1,000,000**	**2,496,670**	**4,100,594**	**p.m.**	**p.m.**
Strategic statement 1	1,000,000	2,252,298	3,851,335		
Other operational expenditure	0	244,372	249,259		
Total	**3,122,750**	**8,035,882**	**9,826,585**	**p.m.**	**p.m.**

v – Payment appropriations

Payment appropriations are identical to commitment appropriations

T 3 – Budget outturn and cancellation of appropriations

Table 15 - Budget outturn and cancellation of appropriations

Budget outturn (EUR)	2018	2019	2020	2021
Reserve from the previous years' surplus (+)	80,722	119,879	59,486	p.m.
Revenue actually received (+)	28,850,412	28,644,227	30,761,007	p.m.
Payments made (-)	-26,386,114	-26,041,310	-27,440,679	p.m.
Carry-over of appropriations (-)	-3,509,588	-2,931,959	-4,097,690	p.m.
Cancellation of appropriations carried over (+)	122,715	54,280	106,232	p.m.
Adjustment for carry over of assigned revenue appropriations from previous year (+)	1,045,234	335,358	785,738	p.m.
Exchange rate differences (+/-)	-2,780	-1,110	-383	p.m.
Adjustment for negative balance from previous year (-)	-80,722	-119,879	-59,486	p.m.
Total	**119,879**	**59,486**	**114,225**	**p.m.**

Annex IV.   Human Resources 2023-2025 – quantitative

T 4 –   Staff population and its evolution: overview of all categories of staff

A.   Statutory staff and SNE[25]

Table 16 - Establishment plan posts

Human resources Establishment plan posts	2021			2022	2023	2024	2025
	FTE corresponding to authorised budget	Actually filled as of 31/12/2021	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	116	114	98%	119	119	119	p.m.
Assistants (AST)	35	34	97%	35	35	35	p.m.
Assistants/Secretaries (AST/SC)	0	0		0	0	0	p.m.
Total establishment plan posts	151	148	98%	154	154	154	p.m.
External staff	FTE corresponding to authorised budget	Actually filled as of 31/12/2021	Execution rate %	FTE corresponding to authorised budget	FTE corresponding to authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	36	34	94%	36	36	36	p.m.
Seconded National Experts (SNE)	4	2	50%	4	4	4	p.m.
Total external staff	40	36	90%	40	40	40	p.m.
Total staff	**191**	**184**	**96%**	**194**	**194**	**194**	**p.m.**

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[25] Staff financed from grant, contribution or service-level agreements not included in this table, but under **Error! Reference source not found.** below

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Table 17 - Additional external staff expected to be financed from grant, contribution or service-level agreements[26]

Human resources External staff financed from agreements	2022 Envisaged FTE	2023 Envisaged FTE	2024 Envisaged FTE	2025 Envisaged FTE
Contract Agents (CA)	6	2	1	0
Seconded National Experts (SNE)	0	0	0	0
Total external staff	**6**	**2**	**1**	**0**

C. Other Human Resources

Table 18 - Structural service providers[27]

Structural service providers	Actually in place as of 31/12/2021
Infrastructure	p.m.
IT – Service Desk	p.m.
IT - Security	p.m.
Registers (including OSS)	p.m.
Other - Software management/development	p.m.
Total structural service providers	**p.m.**

Table 19 - Interim workers

Interim workers	FTEs in 2021
Total interim workers	**0**

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[26] For the list of agreements and further details on the split of FTEs between these agreements, refer to **Error! Reference source not found. Error! Reference source not found.**.

[27] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

T 5 – Multi-annual staff policy plan 2021-2025

Table 20 - Temporary Agents

Temporary Agents	2021 Authorised budget		2021 Actually filled as of 31/12		2022 Authorised budget		2023 Authorised budget		2024 Request of ERA		2025 Request of ERA	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	0		p.m.		0		0		0			
AD 15	1		p.m.		1		1		1			
AD 14	0		p.m.		0		0		0			
AD 13	0		p.m.		0		0		0			
AD 12	4		p.m.		2		3		5			
AD 11	10		p.m.		11		14		17			
AD 10	19		p.m.		22		22		21			
AD 9	29		p.m.		23		24		25			
AD 8	21		p.m.		22		20		20			
AD 7	15		p.m.		18		20		20			
AD 6	17		p.m.		18		15		10			
AD 5	0		p.m.		2		0		0			
Total AD	**116**		**114**		**119**		**119**		**119**		**p.m.**	
AST 11	0		0		0		0		0			
AST 10	0		0		0		0		0			
AST 9	2		2		2		2		2			
AST 8	5		2		3		4		5			
AST 7	5		3		4		4		4			
AST 6	6		6		5		5		6			
AST 5	8		5		7		9		9			
AST 4	9		10		9		8		7			
AST 3	0		6		5		3		2			

Temporary Agents	2021 Authorised budget		2021 Actually filled as of 31/12		2022 Authorised budget		2023 Authorised budget		2024 Request of ERA		2025 Request of ERA	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST 2		0		0		0		0		0		
AST 1		0		0		0		0		0		
Total AST		35		34		35		35		35		
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
Total AST/SC		0		0		0		0		0		
Total TAs		**151**		**148**		**154**		**154**		**154**		**p.m.**

Table 21 - Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Actually filled as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE request for 2024	FTE request for 2025
Function Group IV	16		22	16	16	16	p.m.
Function Group III	12		4	12	12	12	p.m.
Function Group II	8		6	8	8	8	p.m.
Function Group I	0		2	0	0	0	p.m.
Total	**36**	**N/A**	**34**	**36**	**36**	**36**	**p.m.**

Table 22 - Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Actually filled as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE request for 2024	FTE request for 2025
Total	**4**	**N/A**	**2**	**4**	**4**	**4**	**p.m.**

T 6 –   Recruitment forecasts 2023 following retirement/mobility or new requested posts

Table 23 - Recruitment forecast

| Job title in the Agency | Type of contract (Official, TA or CA) | | TA / Official[28] | | CA[29] |
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal	External	
p.m.	p.m.	p.m.	p.m.	p.m.	p.m.

- Replacement of staff retiring (…)
- Engagement of additional TA and CA (…)
- Open posts for SNE to be filled from Call for Interests (…)

Foreseen retirement in 2023: p.m.

Inter-agency mobility 2023: p.m.

Note: future staff can be engaged from valid reserve lists

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[28] Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication

[29] Recruitment Function Group (I, II, III and IV)

Annex V.   Human Resources 2023-2025 – qualitative

A. Recruitment (engagement) policy

Implementing rules in place

Table 24 - Implementing rules in place

Topic	Model decision	Yes	No	
Engagement of TA	Model Decision C(2015)1509	x		Applied by analogy since 25/11/2015 as per AB decision (see below)
Engagement of CA	Model Decision C(2019)3016	x		Applied by analogy since 02/10/2019 as per MB decision (see below)
Middle management	Model decision C(2018)2542	x		Applied by analogy since 25/06/2019 as per MB decision[30]
Type of posts	Model Decision C(2018)8800	x		Applied by analogy since 25/06/2019 as per MB decision[31]

The following general principles guide the application of the legal framework concerning the Agency staff:
a)   The core of the Agency staff consists of Temporary Agents. All Temporary Agent positions have been identified as long-term positions. Due to the budgetary and establishment plan constraints the Agency is obliged to also engage Contract Agents in order to fulfil its mission;
b)   Temporary and Contract Agents are treated equivalently as far as possible.

In addition, it should be noted the Agency does not employ officials. However, there are cases where EU officials have been engaged following an external selection procedure and have therefore acquired the status of Temporary Agent in the Agency (whilst remaining an official on unpaid leave in their institution of origin).

i –   Selection and engagement procedures:

The procedure for selection and engagement of Temporary Agents and Contract Agents is based on Articles 27-34 of the Staff Regulations and Articles 12-15 and 82-84 of the Conditions of Employment of Other Servants of the European Communities (CEOS), the related Implementing Rules on the engagement and use of Temporary Agents and Contract Agents, the Financial Regulation (European Commission's Framework and that of the Agency), the Code of Good Administrative Behaviour and the data protection rules.
The Agency also makes use of the EPSO CAST lists accessible to Agencies for the engagement of Contract Agents. Because of the Agreement on the European Economic Area nationals of Norway, Iceland and Liechtenstein are eligible for working for the Agency.
The selection procedures for the engagement of Temporary Agents are carried out in accordance with Decision N° 121 of the Administrative Board of the European Railway Agency laying down the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS.
Depending on the function and the level of tasks and within the limits authorised by the establishment plan of the Agency, Temporary Agents are engaged at the following entry grades:
›   AST 1 to AST 4 for the function group AST
›   AD 5 to AD8 for the function group AD

For managerial posts or highly specialised posts, the Agency can engage Temporary Agents at grades AD 9 and AD10 or at grade AD12 for Heads of Department.

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[30] Decision n°204 of the Management Board of the European Union Agency for Railways on middle management staff

[31] Decision n°203 of the Management Board of the European Union Agency for Railways on types of post and post titles in ERA

The duration of contracts for Temporary Agents is governed by Decision N° ERA-ED-DEC-1109-2015. Staff holding a long-term post are normally offered an initial contract with a duration of four years with the possibility of renewal. The standard practice for a first renewal is normally for a two-year period and any further renewal is for an indefinite period.

For staff on short-term employment, the duration of the contract depends on the duration of the tasks to be carried out. At ERA, the duration of those contracts is predominantly related to the availability and duration of grants, or to a specific time determined project. In very rare cases it is to cover long-term absences.

The Agency is launching the following types of calls, published on ERA website's Recruitment portal:
- Call for Interest (partial internal re-assignment): CFI/ERA/…
- Internal Mobility for Temporary Agents-Administrators: IM/ERA/AD/…
- Internal Mobility for Temporary Agents-Assistants: IM/ERA/AST/…
- Inter-Agency Mobility for Temporary Agents-Administrators: IAM/ERA/AD/…
- Inter-Agency Mobility for Temporary Agents-Assistants: IAM/ERA/AST/…
- External calls for Temporary Agents-Administrators: ERA/AD/2021/…
- External calls for Temporary Agents-Assistants: ERA/AST/…
- External calls for Contract Agents: ERA/CA/2021/…

ii – Temporary agents

The ERA Regulation 2016/796 which entered into force in 2016 makes no distinction between posts for long-term and short-term employment. Still a post can, in accordance with Article 16 of Decision N° 121, be defined to be for short-term employment when it involves tasks of a limited duration.

The decision to renew contracts of employment of Temporary Agents occupying a long-term post is taken by the Executive Director based on two considerations: the continuity of the post and the competences and performances of the jobholder, in accordance with Decision N° ERA-ED-DEC-678-2013 and the Procedure PRO_STA_01 on the "renewal and non-renewal of contracts of employment before the expiry date".

If a TA or former TA is awarded a second contract of employment in the same function group, this contract shall be considered as a renewal in the sense of Article 8 of the CEOS if the period between the end of the first contract and the starting date of the new contract is less than 6 months. If the period between the two contracts of employment is 6 months or more or if the new contract is in a different function group, the second contract of employment shall be considered a new contract of employment.

iii – Contract agents

The selection procedures for the engagement of Contract Agents are carried out in accordance with Decision n° 210 of the Management Board of the European Union Agency on the general provisions for implementing Article 79(2) of the CEOS, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof.

In accordance with Article 85 of the CEOS, contract staff can be engaged for a fixed period of at least three months and not more than five years. Contract Agents are engaged for their specific competence in different areas of administration (finance, HR, IT, logistics, legal, audit, quality management), in the railway domain or to perform manual or administrative tasks.
This type of contract is usually used to meet specific needs such as:
- › Administrative tasks;
- › Coping with temporary peaks in workloads;
- › Launching projects or new activities for which long-term commitment in terms of staffing is unclear;

› Replacing staff on long-term absences such as maternity leave, long-term sick leave or unpaid leave;

However, increasingly ERA has also engaged Contract Agents for other (long-term) tasks, such as:
› Administrative and Logistician Support Agents
› Assistants
› Project Officers

iv – Seconded National Experts[32]

Seconded National Experts (SNEs) are staff employed by a national, regional or local public administration or a public intergovernmental organisation who are seconded to the Agency so that it can use their expertise in a particular field. SNEs are seconded from their national employer to the Agency's operational units on the basis of their specific competency and technical expertise in the railway domain, based on Decision n° 173 of the Management Board of the European Union Agency for Railways laying down rules on the secondment to the Agency of seconded national experts and national experts in professional training.

A possibility to mandate 'cost-free' SNEs also exists, where the Agency does not pay any allowances or cover any of the expenses related to the performance of their duties during their secondment, although the Agency does not deploy such SNEs at the moment.

SNEs assist the Agency staff and cannot perform (middle) management duties. The initial period of secondment may not be less than six months or more than two years. It may be renewed once or more up to a total period not exceeding four years. Exceptionally, the Agency's Executive Director may authorise one more extension of the secondment for the maximum duration of one year at the end of the four-year period. Each secondment and extension are subject to an exchange of letters. An SNE may be seconded once again provided that the conditions of secondment still exist and a period of at least six years has elapsed between the end of the previous secondment and the new secondment unless the previous secondments lasted for less than four years.

v – Trainees

Professional traineeships last 10 months and are managed in accordance with Decision N° ERA-ED-DEC-1063-2015, depending on budget availability.

vi – Structural service providers[33]

At ERA, the majority of service providers are *intra muros* IT consultants.

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[32] SNEs are not employed by the Agency
[33] Structural service providers are not employed by the Agency

B. Appraisal and reclassification / promotions

Implementing rules in place

Table 25 - Implementing rules related to appraisal of performance and reclassification / promotion

Topic	Model decision	Yes	No	
Reclassification of TA	Model Decision C(2015)9560	x		Applied by analogy since 03/31/2016 as per AB decision (see below)
Reclassification of CA	Model Decision C(2015)9561	x		Applied by analogy since 03/31/2016 as per AB decision (see below)
Appraisal of TA	Model Decision C(2013)8985	x		Applied by analogy since 25/11/2015 as per AB decision (see below)
Appraisal of CA	Model Decision C(2014)2226	x		Applied by analogy since 25/11/2015 as per AB decision (see below)

Concerning the performance appraisals and staff reclassification and promotions, the Agency applies:

- **Decision N° 132** of the Administrative Board of the European Railway Agency on general implementing provisions regarding Article 87(3) of the Conditions of Employment of Other Servants of the European Union
- **Decision N° 133** of the Administrative Board of the European Railway Agency laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union
- **Decision N° 122** of the Administrative Board of the European Railway Agency on the general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations for temporary staff; and
- **Decision N° 123** of the Administrative Board of the European Railway Agency on the general provisions for implementing Article 87(1) of the Conditions of Employment of Other Servants of the European Union and implementing the first paragraph of Article 44 of the Staff Regulations.

They were first implemented for the appraisal and reclassification exercise of 2016. Since 2016, the Agency adopted and implemented the rules for the reclassification of Contract Agents.

T 1 – Reclassification of temporary staff

Table 26 - Reclassification of temporary staff

Group and Grade	Average seniority in the grade among reclassified staff					Actual average over 5 years	Average over 5 years[34]
	2018	2019	2020	2021	2022		
AD 5					p.m.	p.m.	2.8
AD 6	3.3	4.3	2.9	1.9	p.m.	p.m.	2.8
AD 7	2.7	4.8	4.5	4.6	p.m.	p.m.	2.8
AD 8	5.0	5.4	3.7	2.4	p.m.	p.m.	3.0
AD 9	5.2	3.8	5.6	4.5	p.m.	p.m.	4.0
AD 10		4.9	5.8	9.5	p.m.	p.m.	4.0
AD 11		4.8			p.m.	p.m.	4.0
AD 12					p.m.	p.m.	6.7
AD 13					p.m.	p.m.	6.7
AST 1					p.m.	p.m.	3.0
AST 2	3.8	4.3			p.m.	p.m.	3.0
AST 3	3.8	4.8	4.5	4.8	p.m.	p.m.	3.0
AST 4		4.3			p.m.	p.m.	3.0
AST 5		4.8	3.6		p.m.	p.m.	4.0
AST 6	3.8	3.8			p.m.	p.m.	4.0
AST 7				4.8	p.m.	p.m.	4.0
AST 8			5.8		p.m.	p.m.	4.0
AST 9					p.m.	p.m.	N/A
AST 10[35]					p.m.	p.m.	5.0
AST/SC 1							4.0
AST/SC 2							5.0
AST/SC 3							5.9
AST/SC 4							6.7

[34] According to Decision C(2015)9563

[35] Senior Assistant

| AST/SC 5 | | | | | 8.3 |

T 2 –   Reclassification of contract staff

Table 27 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2021	How many staff members were reclassified in 2021	Average number of years in grade of reclassified staff	Average number of years in grade of reclassified staff[36]
CA FG IV	17	1	1	N/A	Between 6 and 10 years
	16	3	0	1.4	Between 5 and 7 years
	15	9	4	2.9	Between 4 and 6 years
	14	6	1	2.8	Between 3 and 5 years
	13	3	0	2.5	Between 3 and 5 years
CA FG III	11	1	1	N/A	Between 6 and 10 years
	10	0	0	2.9	Between 5 and 7 years
	9	3	0	N/A	Between 4 and 6 years
	8	0	0	N/A	Between 3 and 5 years
CA FG II	7	4	4	N/A	N/A
	6	2	1	2.4	Between 6 and 10 years
	5	0	0	3.7	Between 5 and 7 years
	4	0	0	N/A	Between 3 and 5 years
CA FG I	3	0	0	N/A	N/A
	2	2	2	N/A	Between 6 and 10 years
	1	0	0	4.8	Between 3 and 5 years

[36] According to Decision C(2015)9561

Mobility policy

Mobility within the Agency

Decision N° 121 of the Administrative Board of the European Railway Agency laying down the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS (adopted on 25.11.2016) and Decision n° 210 of the Management Board of the European Union Agency on the general provisions for implementing Article 79(2) of the CEOS, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof enshrine the scenarios for internal mobility for TA 2(f) and CA.

The Agency considers internal mobility when vacancies arise, but due to the very specific, technical competences of a big part of the staff, internal mobility remains limited.

Furthermore, members of the Agency staff can apply for vacant posts within the Agency advertised externally. A supplementary agreement in accordance with Article 10 of the CEOS will be concluded as required if existing staff get a new job.

Mobility between Union Agencies

The implementing rules on the engagement and use of Temporary Agents 2(f) and Contract Agents define the scope of mobility between EU Agencies. A very limited number of the support staff who have left the Agency in previous years have accepted TA/CA positions in other Agencies.

Increasingly staff members who took up long-term Temporary Agent positions at the Agency come from other EU Agencies.

Mobility between the agencies and the institutions

Some posts are filled following an external selection procedure by staff coming from other European institutions (in particular the Commission), although the number remains small.

C. *Gender representation*

T 1 – Data on 01/09/2022 statutory staff (only officials, TAs and CAs)

Table 28 - Data on 01/09/2022 - statutory staff only (officials, TA and CA)[37]

Establishment plan posts	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)			27	14.8%	5	2.7%	**32**	**17.6%**
	Assistant level (AST + CA FG I-III + AST/SC)			24	13.2%	9	4.9%	**33**	**18.1%**
	Total Female			51	28.0%	14	7.7%	**65**	**35.7%**
Male	Administrator level (AD + CA FG IV)			86	47.3%	17	9.3%	**103**	**56.6%**
	Assistant level (AST + CA FG I-III + AST/SC)			10	5.5%	4	2.2%	**14**	**7.7%**
	Total Male			96	52.7%	21	11.5%	**117**	**64.3%**
Total				**147**	**80.8%**	**35**	**19.2%**	**182**	**100%**

External staff financed from Grants, Contrib. & SLAs	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)				0.0%	1	0.5%	**1**	**0.5%**
	Assistant level (AST + CA FG I-III + AST/SC)				0.0%	2	1.1%	**2**	**1.1%**
	Total Female			0	0.0%	3	1.6%	**3**	**1.6%**
Male	Administrator level (AD + CA FG IV)				0.0%	1	0.5%	**1**	**0.5%**
	Assistant level (AST + CA FG I-III + AST/SC)				0.0%		0.0%	**0**	**0.0%**
	Total Male			0	0.0%	1	0.5%	**1**	**0.5%**
Total				**0**	**0.0%**	**4**	**2.2%**	**4**	**2%**

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[37] Table as of 1/09/2021, to be updated with 01/09/2022 data in due course

Table 29 - Data regarding gender evolution over 5 years of the Middle and Senior management[38]

| Managers	2017		2021	
	Number	**%**	**Number**	**%**
Female				
Male				
Total			p.m.	p.m.

Refer also to "Women in transport" project (III.2.6 Strategic statement 6 - Rail will become increasingly economically competitive as a mode and as a sector.)

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[38] Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

D. Geographical balance

T 2 – Officials, TAs and CAs

Table 30 - Data on 01/09/2022 - statutory staff only (officials, TA and CA)[39]

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
Austrian		1	0.5%		0.0%	1	0.5%
Belgian		25	13.7%	19	10.4%	44	24.2%
Bulgarian		1	0.5%		0.0%	1	0.5%
Croatian		3	1.6%		0.0%	3	1.6%
Cypriot			0.0%		0.0%	0	0.0%
Czech		1	0.5%		0.0%	1	0.5%
Danish		2	1.1%	1	0.5%	3	1.6%
Estonian			0.0%		0.0%	0	0.0%
Finnish		1	0.5%		0.0%	1	0.5%
French		16	8.8%	16	8.8%	32	17.6%
German		10	5.5%		0.0%	10	5.5%
Greek		8	4.4%	1	0.5%	9	4.9%
Hungarian		3	1.6%		0.0%	3	1.6%
Irish			0.0%	1	0.5%	1	0.5%
Italian		20	11.0%	3	1.6%	23	12.6%
Latvian			0.0%		0.0%	0	0.0%
Lithuanian		2	1.1%		0.0%	2	1.1%
Luxembourg			0.0%		0.0%	0	0.0%
Maltese			0.0%		0.0%	0	0.0%
Dutch		4	2.2%		0.0%	4	2.2%
Polish		7	3.8%	1	0.5%	8	4.4%
Portuguese		3	1.6%		0.0%	3	1.6%
Romanian		7	3.8%	2	1.1%	9	4.9%
Slovakian			0.0%		0.0%	0	0.0%
Slovenian			0.0%		0.0%	0	0.0%

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[39] Table as of 1/09/2021, to be updated with 01/09/2022 data in due course

Spanish	🇪🇸	15	8.2%	2	1.1%	17	9.3%
Swedish	🇸🇪	1	0.5%	1	0.5%	2	1.1%
British	🇬🇧	5	2.7%		0.0%	5	2.7%
Total		**135**	**74.2%**	**47**	**25.8%**	**182**	**100%**

Nationality External staff financed from Grants, Contrib. & SLAs		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	25.0%	1	25.0%	2	50.0%
Romanian	🇷🇴		0.0%	1	25.0%	1	25.0%
Spanish	🇪🇸	1	25.0%		0.0%	1	25.0%
Total		**2**	**50.0%**	**2**	**50.0%**	**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.

T 3 –   Evolution over 5 years of the most represented nationality in the Agency

Table 31 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality Establishment plan posts		2017		2021	
		Number	%	Number	%
Belgian	🇧🇪	38	23%	p.m.	p.m.

E. Schooling

Table 32 - Schooling

No agreement is in place with a European School.		
Contribution agreements signed with the EC on type I European schools	No	
Contribution agreements signed with the EC on type II European schools	No	Informal agreement with EEL(M) (École européenne Lille métropole)
Number of service contracts in place with international schools:	0	
Description of any other solutions or actions in place: Informal agreement with Jehan Froissart Primary School in Valenciennes (EN curricula)		

Annex VI.   Environment management[40]

The Agency is committed to promoting sustainability. The Agency drafted a document which guides ERA staff regarding sustainable development at ERA. Concern for the environment and promoting a broader sustainability agenda are integral to ERA's professional activities and the management of the organisation.

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 principles are implemented in different goals:

- › Green building (e.g. The Agency is considering a building green certification for its new building project - Certification HQE -"Haute Qualité Environnementale").
- › Transportation
- › Climate protection
- › Waste reduction and recycling
- › Environmental preferable purchasing (e.g. the Agency is considering procurement for green electricity)
- › Sustainable resource management

The Agency is in the process of developing a detailed Environment management policy / programme. Upon completion, it is planned to be incorporated into this annex of the SPD. The content is anticipated to cover the following topics:

- ERA environment management achievements
- (Pledge to UN SDGs / Materiality assessment)
- Environmental impacts of ERA activities
- Environment management initiatives and planned actions for 2023-2025[41]
- Current status and plan for certifications and standards
  - o Environment-related certifications and management systems

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[40] Section as of 31/12/2021, to be updated in due course

[41] Some potential initiatives: Reduction of carbon footprint related to staff commuting | Green public procurement | Carbon footprint management of travel | Reduction of paper consumption | Monitoring of the consumption of resources (utilities)

Annex VII. Building policy

Current building(s)

Table 33 - Current building(s)[42]

#	Building name and type	Location	Surface Area (in m^2)			Rental contact					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)[43]	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 m^2 [44]	-	5,250 m^2	459,800.93 €	1 year with tacit renewal	office rental	N	N/A	no
2	Lille Office - Espace International	299 Boulevard de Leeds, 59000 Lille, FR	421.57 m^2	73.06 m^2	494.63 m^2	112,197.14 €	Until 31/12/2023	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	24,083.00 €	1 year with tacit renewal	parking rental	N	N/A	no
4	Espace International	13 Avenue le Corbusier 59800 Lille, FR	-	-	1 parking place	2,619.38 €	Until 31/12/2023	parking rental	N	N/A	no
Total			**5,671.50 m^2**	**73.06 m^2**	**5,744.63 m^2 + 101 parking**	**598,700.45 €**					

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[42] Table as of 31/12/2021, to be updated in due course

[43] HT = hors taxe (excluding tax), as of 2021

[44] SHON = Surface Hors Œuvre Nette (Net Surface Area), see https://www.service-public.fr/particuliers/vosdroits/F2868

<u>Notes:</u>

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°2 to main Lease contract signed on 07/07/2021 for the retrocession of meeting rooms Kálmán Kandó to the CCI de Région, the total office space being rented by ERA represents 494.63 m² instead 602.62 m² (421.57 m² net office space + 73.06 m² representing 14.77% "de quote-part des parties communes").

ERA has an exclusive use of only 421.57 m² (included under "Office space"[45]) of the 494.63 m² considered in the rent, the remaining 73.06 m² (included under "Non-office"[46]) are shared with the landlord and other tenants.

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[45] 421.57 m² "Office space": the net office space being used exclusively by the Agency, namely the reception, cafeteria, meeting rooms, offices, circulations, storage / technical rooms, copy corners inside ERA closed space
[46] 73.06 m² "Non-office": toilets / sanitary installations, storage / technical rooms and circulations located outside ERA closed space and being shared with other occupants, including building common areas located on the ground floor main reception (parking places are not considered)

Building project in the planning phase[47]

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.

The main objective for the Agency during 2021 was to prepare the technical and financial dossier to be formally addressed to the EU Budgetary Authority for the financing of a new building.

In 2022, following the approval of the project, it is foreseen that Valenciennes Métropole will launch a "Concours" (Contest / CFT) for the selection of the Architect as part of the Phase 3 of the Project.

Building projects submitted to the European Parliament and the Council

See status under previous section.

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[47] Information as of 31/12/2021, to be updated in due course

Annex VIII.   Privileges and immunities[48]

The written procedure of the Management Board from August 2018 concerning the approval of a headquarters agreement between the Agency and the host Member State, has been completed successfully. No objections or negative votes were expressed by the members of the Management Board. The Seat Agreement between the French Government and the Agency has been presented as draft legislation to the French National Assembly on 7 July 2021[49]. It is currently under its first review. The following table presents the envisaged privileges for the Agency's staff.

Table 34 - Privileges granted to staff

| Agency privileges | Privileges granted to staff | |
	Protocol of privileges and immunities / diplomatic status	Education / day care
The Agency's headquarters are located in Valenciennes and Lille. The French authority pledge to provide the necessary support to ensure the location of the Agency's headquarters will remain unchanged. (Art. 3) The Agency's premises are inviolable, exempt from perquisition, requisition, confiscation or expropriation. No French authority can enter the building without the prior agreement of the Executive Director. The property and assets of the Agency cannot be subject of legal measure of constraint without the authorisation of the CJEU. (Art. 4) The Agency's archives and all official documents are also inviolable. The Agency will benefit from the same treatment the French Government provides to diplomatic missions when it comes to official communication. No restriction can be placed on neither official communication addressed to the Agency or a member of its	The HQ Agreement differentiates statutory staff (officials, TAs, CAs) and external staff (SNEs, experts, trainees, interims). (Art. 1). The privileges and immunities provided for the statutory staff aim to guarantee their independence and the unimpeded functioning of ERA. The Executive Director and the statutory staff (Art. 10): • enjoy immunity from jurisdiction, even after the termination of their mission, in respect of acts carried out by them in the exercise of their functions • are exempt from national taxes on earnings, salaries and respective supplements paid by the Agency • enjoy the exemption for themselves and their spouses from measures restricting immigration and from aliens' registration formalities; • enjoy the same privileges in respect of currency and exchange regulations comparably to those accorded to staff of international organisations • enjoy the right to import duty-free their furniture and personal effects at the time of first taking up their post in France and the right on the termination of their functions in France to export free of duty their furniture and personal effects, subject in both cases to conditions considered necessary by the French authorities	No provision in the headquarters agreement. Please refer to E Schooling for further information on education.

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[48] Information as of 31/12/2021, to be updated in due course

[49] https://www.assemblee-nationale.fr/dyn/15/textes/l15b4323_projet-loi

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care

personnel, nor on any communication emanating from the Agency. In addition, the Agency shall have the right to use codes and to dispatch and receive official correspondence and other official communications by courier or in sealed bags which shall be subject to the same privileges and immunities as diplomatic couriers and bags. (Art. 5)

The Agency is entitled to display the flag of the EU, as well as its own on its premises and vehicles (Art. 6)

The Agency, its assets, income and other properties, shall be exempt from all direct taxes. The Agency is also exempt from indirect taxes and duties included the price of movable and immovable property and services, acquired for its official use and involving an expenditure of at least €150. The exemption may be granted by way of a refund. The Agency shall also be exempt from all custom duties and any other taxes for all goods intended for official use, as long as this exoneration is foreseen in the EU or national legislation. (Art. 7-8)

Finally, the Agency is entitled to register three vehicles with diplomatic plates. (Art. 9)

- Enjoy the right to import duty-free their private car acquired whether in the country of their last residence or in the country of which they are nationals, bound by the single market rules. They also enjoy the right to export it duty-free, subject to the conditions considered necessary by the French authorities;
- Have access – along with their family members – to access without discrimination compared with French citizens to all public services provided on French territory, including medical services, education, childcare, and housing.

The French Government will deliver to all members of the Agency's personnel (expect those who have the French nationality or permanent residency) a special residency document identifying them as member of the Agency's personnel. The Agency will ensure that once an employee leaves the Agency, its residency document is handed back to the Ministry of Foreign Affairs. The Ministry of Foreign Affairs also facilitates the issuance of those residency documents and work authorisations to the family members of all the Agency's personnel, expect those who have the French nationality or permanent residency (Art. 11 (1, 2)).
The French authorities will take all necessary measures to facilitate the entry, stay, and departure of experts in missions for the Agency on the French territory. Necessary visa sand authorisations will be delivered for free as quickly as possible (Art. 11 (2, 4)).

In addition, the Executive Director and the statutory staff are exempt from any compulsory national social security system. External staff, SNEs, and their family members, subject to their coverage in their own country of citizenship, are also exempt from any compulsory national social security system. (Art. 12)

Annex IX.   Evaluations

The Agency has a system in place to monitor its performance and formalise an evaluation of the results achieved in the year into:

- **The Consolidated Annual Activity Report**, which focuses on the achievements of indicators and targets set out in the SPD.
- **The Integrated Management System review report**, intended to measure the status of the internal processes and identify actions to improve them, when needed.

The following instruments are used for collecting the data and for triggering actions:

- **Work progress reports**, filled in by projects and service managers reporting the status of projects and services against the relevant plans, budget and human resources allocation, including SPD targets.
- **Budget execution monitoring**, a continuous activity based on a daily automated report fed with ABAC data, displaying the level of appropriations, commitments and payments to date for each budget line and for each project/service
- **Monthly budget review meetings** with the Management Team to analyse the data from the budget execution monitoring and take timely decisions for deploying / redeploying the resources. The redeployment of resources is brought to the attention of the Management Board for information if the transfers are within one title or between titles but below the 10% threshold or for decision, if the transfers are between titles and above the 10% threshold.
- **IMS internal audits**, part of the internal monitoring programme aimed at verifying that processes, projects, services and products comply with internal and external requirements, including.
- **IAS audits**
- **ECA audits**
- **Non-Conformity register,** where deviations from the relevant rules and provisions are recorded

All the sources listed above allow the Agency governance bodies, namely the Management Team and the Management Board to monitor continuously the functioning of the Agency. In order to allow this, the Agency has developed a **performance dashboard** which is turning the data into meaningful information.

The dashboard provides figures, charts and visuals about:

- Human resources:
  - Total No. of statutory staff members
  - No. of statutory staff members per type of contract:
    - Contract Agents
    - Temporary Agents
    - Seconded National Experts
    - Trainees
  - No. of statutory staff members per unit
  - No. of statutory staff members per unit and type of contract
  - Geographical balance
  - Gender balance:

- Global Agency gender balance
- Gender balance in the management team
- Gender balance per type of contract

- Budget management:
    - General budget overview as per Single Programming Document, including:
        - EU contribution
        - EFTA contribution
        - Fees and Charges
    - For each budget title:
        - Envelope
        - Amount paid
        - Forecasted revenues (Title 4 only)
- Agency's authority tasks:
    - No. of applications:
        - Single Safety Certificate:
            - Submitted
            - On-Going
            - Issued
        - Vehicle Authorisations:
            - Submitted
            - On-Going
        - Issued ERTMS Track-side Approval:
            - Submitted
            - On-going
            - Initial engagement completed
    - No. of hours per type of process
        - Single Safety Certificate:
            - Actual
            - Forecasted
        - Vehicle Authorisations:
            - Actual
        - Forecasted ERTMS Track-side Approval:
            - Actual
            - Forecasted
- Projects and services:
    - Budget:
        - Arbitrated project budget, from the current budget year (C1) and the previous one (C8)
        - Difference between arbitrated budget and current budget allocation
        - Expenditure
    - Human resources:
        - Work:
            - Baseline value

- Planned
- Actually spent
  o Status:
    ▪ Overall status
    ▪ Quality
    ▪ Risks
    ▪ Schedule
    ▪ Risk of missing the SPD targets

Terminology[50]

The following terms are used in the SPD – in accordance with the Commission guideline on evaluation:

Strategic Statement[51] is a coherent area of action with objectives and resources. It is the basic building block for the structure of the annual Work Programme, distinguishing between operational activities – directly related to the mission and core tasks of the agency, and horizontal/ cross-cutting activities – carried out to support operational activities and staff.

Objective describes what the agency wants to achieve either in the short or long term.

Indicator is a characteristic or attribute that is measured regularly in order to assess to what extent an objective has been met.

Baseline is the point of reference against which achievement or progress towards objectives is measured.

Milestone is an intermediate target set, expressed in quantitative or qualitative terms, measuring progress towards the achievement of long-term objectives.

Target is the ultimate desired situation, quantified and timed.

Inputs are the human and financial resources used and the time required to produce outputs.

Actions are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

Outputs are what is directly produced or supplied through the agency intervention. They often relate to the expected deliverables of the intervention and are identified based on its operational objectives.

Outcome is the envisaged medium to long term effects of a programme or policy output. While its results are not easily foreseeable and might not be entirely in the sphere of control of the Agency, the outcome represents an intermediate medium-term step between the agency' outputs and longer-term societal impacts. The Agency has structured its multiannual work programme according to desired outcomes to ensure all of its outputs will contribute positively to its vision & ambition.

Results are the direct effects of intervention(s) on the target groups.

Impacts are the indirect or long-term effects of an intervention on the EU or global society that are, at least partly, expected to be influenced by agency's interventions.

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[50] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR, C. Terminology
[51] Referred to as "Activity" in former SPDs

Annex X.   Strategy for the organisational management and internal control systems

The strategy gives an overview on how the internal control system is organised and is contributing to the mitigation of the risks to the achievement of Agency's objectives to acceptable levels.

The Agency is operating with two control frameworks: COSO-based EC internal control framework (ICF) (adapted to the Agency's governance) and ISO based –quality system (ISO 9001:2015 –certified), integrated in one single management system designed to provide reasonable assurance regarding the achievement of the five internal control objectives derived from the Agency's Financial regulation as well as ensuring continuous improvement and the need to implement a flexible and effective governance.

The integrated management system is implemented through four high-level components (i) Strategic, (ii) Core, (iii) Support and (iv) Measurement and improvement. Each component is including all 17 principles of the ICF. There is also a clear link with the internal components (control environment, risk assessment, control activities and monitoring). This system is deployed further at the level of processes.

The roles and responsibilities for implementing the system are also 'integrated': the director and the heads of units in their capacity as AO/AODs must ensure that the internal controls are efficient and effective while as process owners they are responsible for improvement of the processes. All staff should ensure at their own level of competency that their activities comply with rules and regulations and report any deficiency. The ICC oversees and monitors the implementation of the key internal control systems on a yearly basis. This function is also in charge of facilitating the risk management process. The accounting officer certifies the year-end accounts thus providing reasonable assurance that the accounts present a true and fair view of the financial situation of the Agency. The IAS is the internal auditor of the Agency and performs independent assessment on the internal control systems based on a three-year plan. Complementary, internal audits are performed annually to ensure compliance with ISO requirements. The external audit is performed by the European Court of Auditors (for the legality and regularity of transactions) and an external company (for the accounts).

The delegations of powers for executing the budget are detailed in internal procedures.

Internal controls tools include:

› Controls performed at all levels of the Agency
› Risk management in particular at project/service level and Agency level where the most significant/relevant risks are captured including strategic risks (recorded in the agency risk register and reported in the CAAR). Risks are formally assessed at both inherent and residual level to make sure that the analysis of the effectiveness of the controls in place is ensured before additional mitigating measures are put in place (cost-effectiveness of controls).
› Corrective/preventive measures are established when recurrent and systemic errors are recorded. Ex-ante nonconformities involving significant amount of money (>15.000 euros) are approved by the AO
› Internal control monitoring criteria for measuring the presence and the functioning of the principles are developed considering the risk environment and are focused more on effectiveness and efficiency.

> › Follow-up of recommendations from ECA, IAS, Discharge authority as well as other sources (e.g. external evaluations) to ensure that the actions plans are effectively implemented within the agreed deadlines.
> › An integrated reporting system to inform and alert management on the progress on the implementation of costs for each project/service as well as SPD outputs (monthly dashboard). The cost data is connected to the source (ABAC). It includes several other parameters such as risks, issues, changes, corrective actions taken, quality, milestones etc.
> › Budgetary status reports are produced on a daily basis including an overview per unit of the budget execution per budget line for all fund sources, financial information on commitments, payments and transfers, information on progress of planned procurement and contracts. The information helps achieving the performance targets in these particular areas.
> › Ex-ante controls consisting in several checks of financial and operational aspects of transactions by the actors involved in the financial circuits. There is a very comprehensive checklist/templates as well as guidance which ensure an effective level of control. The specific controls are detailed in the manual of financial procedures which also included the steps to be taken for making a financial transaction, the various financial circuits by type of transaction and the different roles and responsibilities.
> › Ex-post controls for payments not subject to an ex-ante verification (payments considered with a low risk, with an amount of less than 1.000 €) are carried out bi-annually. The exercise is implemented following a risk assessment. The materiality criterion defined by the AO/AODs for drawing a reservation in the CAAR is an assessment of whether more than 2% of the payments of the ABB activity concerned is erroneous.
> › Ad-hoc controls are additionally applied at the level of processes whenever the management assesses it is necessary to mitigate a specific risk (e.g. selection procedures, financial delegations).

The Agency's anti-fraud strategy has been developed in accordance with OLAF guidelines, it is setting clear objectives, actions and responsibilities and it is based on a standalone fraud risk assessment exercise adapted to the Agency's environment encompassing fraud risks regardless of their criticality. The risk of fraud is duly considered when carry out the risk assessment exercise.

The strategy is focusing on three objectives:

- Handle effectively actual or perceived conflict of interest,
- Enhance the promotion of high ethical values as well as increasing fraud awareness
- Enhance data and information security

The objectives are fully aligned with the fraud risks identified which include inherent significant risk of conflict of interest due to specific circumstances of the Agency's activities (i.e. regulatory powers with significant decision making powers and potential reputational, legal and financial consequences if conflict of interest not adequately managed; relatively limited 'market' for recruitment of staff as well as for entities which could provide services for the Agency), potential risk of cyber-attacks leading to operational damage, loss of data, unauthorised disclosure of information or breach of data; potential risk of outsourcing the data and information security without proper security risk assessment), risk of staff members not being fully aware of their ethics obligations as well as handling and reporting fraud. The Agency has put in place comprehensive control measures proportional to the level of risks and amount of risk identified which encompass (but not limited to) mandatory tailor-made trainings on ethics and separately on antifraud for all staff, mandatory submission of declaration of interests for all staff and members of the Management Board and of the Board of Appeal, ex-post/on the spot

controls, review of internal procedures (including procedures for reporting and handling fraud). Control indicators enable assessment of effectiveness of the measures taken.

Assessment of the effectiveness of the integrated management system

The agency monitors continuously the efficiency and effectiveness of the Internal Control Framework. A yearly assessment report is produced where consideration is given to the results of controls mentioned above. All the internal control components and principles must be present and functioning well at all levels of the Agency to be considered effective. The results of the assessment are reported in the CAAR.

Annex XI.   Plan for grant, contribution, or service-level agreements

Table 35 - Grant, contributions, or service-level agreements[52]

	Date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2022	2023	2024	2025
			General information				**Financial and HR impacts**			
Grant Agreements										
1. IPA (2019/410-319)	04/12/2019	450,000	36 months 01/01/2020 – 31/12/2022	DG NEAR	Continuation of pre-accession support to the EU candidates and potential candidates (Western Balkans and Turkey)	Amount (EUR)	139,248	p.m.	p.m.	p.m.
						№ of CAs	3	p.m.	p.m.	p.m.
						№ of SNEs	-	-	-	-
2. EUMedRail (ENI/2020/359-727)	31/12/2016	2,000,000	72 months 01/01/2017 – 31/12/2022	DG NEAR	Implementation of the action EUMedRail - EuroMed Rail Safety and Interoperability Project	Amount (EUR)	441,487	p.m.	p.m.	p.m.
						№ of CAs	1	p.m.	p.m.	p.m.
						№ of SNEs	-	-	-	-
Total Grant Agreements						Amount (EUR)	580,735	p.m.[53]	p.m.	p.m.
						№ of CAs	4	p.m.	p.m.	p.m.
						№ of SNEs	0	0	0	0
Contribution Agreements										
1. System Pillar (MOVE/C4/SUB/2021-454/S12.852702)	15/07/2021	750,000	36 months 16/07/2021 - 15/07/2024	DG MOVE SRD.3	Provide a financial contribution to finance the implementation of the	Amount (EUR)	250,000	250,000	0	0
						№ of CAs[54]	2	2	1	0
						№ of SNEs	-	-	-	-

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[52] Table as of 31/12/2021, to be updated in due course

[53] Pending any decision on the possible extension of these grants

[54] As per Annex III of the Contribution agreement, in addition to the 1 CA FTE "distributed between safety and interoperability expertise", 1 TA as a "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".

						Amount (EUR)			
2. Access to OSS	13/12/2019	20,000	Until the signature of a Cooperation Agreement	Federal Office of Transport (FOT) of Switzerland	action ERA support to the Railway System Pillar				
					Admin. Arrangement between the Swiss Federal Office of Transport and ERA[55]	Amount (EUR)	10,000	0	0	0
						№ of CAs	-	-	-	-
						№ of SNEs	-	-	-	-
Total Contribution Agreements						Amount (EUR)	260,000	250,000	0	0
						№ of CAs	2	2	1	0
						№ of SNEs	0	0	0	0

Service-Level Agreements

1. …						Amount (EUR)				
						№ of CAs				
						№ of SNEs				
Total Service-Level Agreements						Amount (EUR)	0	0	0	0
						№ of CAs	0	0	0	0
						№ of SNEs	0	0	0	0
Total						**Amount (EUR)**	**840,735**	**250,000**	**0**	**0**
						№ of CAs	**6**	**2**	**1**	**0**
						№ of SNEs	**0**	**0**	**0**	**0**

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[55] In exchange of the access granted by the Agency to the OSS, the FOT accepts to pay a service fee, payable annually.

Annex XII.   Strategy for cooperation with third countries and/or international organisations

Since the adoption of the existing strategy for global cooperation (together with SPD 2018), the Agency is updating the scope of work in order to best address the priorities listed by the European Commission in this field, namely:

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 Commission welcomes Agency's aspirations to provide technical support at Commission request. The Commission reminds that the main priorities as regards rail international cooperation fall into EU's neighbourhood, strategic partners and high growth economies beyond neighbourhood, and international organisations. Agency's international activities should not go beyond.

Annex XIII.   Procurement plan

Table 36 - New procurement procedures to be launched in 2023

Title	Description	Date	Market ceiling	Type of Contract
p.m.				

Table 37 - Planned use in 2023 of existing framework contracts

FRAMEWORK CONTRACTS			To be committed in 2023 (estimated)
Local Identifier	User Reference	Expiry Date	
p.m.			