Consolidated Annual Activity Report of the **EU Agency for Railways**

2022

EUROPEAN UNION AGENCY FOR RAILWAYS

Contents

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

FTE	Full Time Equivalent
FWC	Framework Contract
GoA	Group of Analyst
HOF	Human and Organisational Factors
HQ	Headquarters
HR	Human Resources
IAS	Internal Audit Service of the Commission
ICC	Internal Control Coordinator
ICF	Internal Control Framework
ICT	Information and Communication Technologies
IM	Infrastructure Manager
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
MB	Management Board
MS	Member State of the European Union
MT	Management Team
NIB	National Investigation Body
NOBO	Notified Body
NSA	National Safety Authority
NTRs	National Technical Rules
NVR	National Vehicle Register
OSJD	Organization for Co-operation between Railways
OSS	One-Stop Shop
OTIF	Organisation for International Carriage by Rail
PoE	Pool of Experts
RDD	Reference Document Database
Reg.	EC Regulation
RFC	Rail Freight Corridors
RINF	Register of Infrastructures
RISC	Railway Interoperability and Safety Committee
RSD	Railway Safety Directive
RU	Railway Undertaking
SERA	Single European Railway Area
SLA	Service Level Agreement
SME	Small and medium-sized enterprise
SMS	Safety Management System
SNE	Seconded National Expert

SP	Safety Performance
SPD	Single Programming Document
SRD	Single Rules Database
SSC	Single Safety Certificate
TAs	Temporary Agents
TA	Trackside Approvals
TAF	Telematics Applications for Freight
TAP	Telematics Applications for Passenger Services
TDG	Transport of Dangerous Goods
TSI	Technical Specifications for Interoperability
UfM	Union for the Mediterranean
UIC	International Union of Railways
TSI	Technical Specifications for Interoperability
VA	Vehicle Authorisation
VKM	Vehicle Keeper Marking
WP	Work Programme
4RP	Fourth Railway Package

Management Board's analysis and assessment

The Consolidated Annual Activity Report 2022 of the EU Agency for Railways is prepared in line with the provisions of the Agency Regulation (EU) No. 796/2016 and those of the Agency Financial Regulation (Management Board Decision no. 206/2019).

The report describes the Agency's performance, together with financial and management information for the year 2022. The above-mentioned regulations also require the Management Board to adopt the Annual Activity Report, and to forward it by 1 July 2023 to the European Parliament, the Council, the European Commission, the Court of Auditors, and to make it available to the general public. The Agency has made the necessary efforts to align the content of the current report to the provisions of the Communication from the Commission on the strengthening of the governance of Union Bodies under Art. 70 of the Financial Regulation 2018/1046 and on the EC guidelines of the Consolidated Annual Activity Report, issued in April 2020 (C (2020) 2297).

Assessment by the Agency's Management Board

The year 2022 saw the Russian invasion of Ukraine, which has been widely condemned by European leaders and communities. This terrible war has showcased the crucial role railways can play. Indeed, since the invasion of the country, railways have been a significant asset for the movement of people and goods, especially with the closure of Ukraine's airspace for civil aviation. Ukrainian railways have transported soldiers, essential workers, residents, as well as numerous vital goods. In addition to all the political and economic measures taken by the EU to support Ukraine, the European Commission and the European Investment Bank have initiated a feasibility study to better connect Ukrainian and Moldovan railway networks with the EU. Furthermore, following its "Solidarity Lanes" Communication [1], which identified several major transport infrastructure challenges that the EU and its neighbouring countries needed to resolve to support Ukraine's economy and recovery, the European Commission amended its TEN-T revision proposal to extend four corridors to Ukraine and the Republic of Moldova and to accelerate a change towards the European standard railway gauge [2].

In 2022, railway companies across the European Union continued their recovery from the COVID-19 pandemic. Its continued resilience, along with its impressively low carbon emissions compared with other modes of transport are two essential contributing factors which will help the sector to reach pre-pandemic levels in the future. The year 2022 also saw the return of key conferences and events on railways during which regulators, companies, unions, and other important stakeholders could meet and discuss the future of railways. For instance, as one of the first such conferences, the ERTMS conference was organised by ERA in April 2022. The most important trade event for rail on a global scale, InnoTrans in Berlin, was also held in September 2022, for the first time after 2018.

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[1]   https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=COM%3A2022%3A217%3AFIN
[2]   https://transport.ec.europa.eu/transport-themes/infrastructure-and-investment/trans-european-transport-net-work-ten-t/ten-t-revision_en

With this broader context in mind, the Management Board has assessed the Executive Director's report on the Agency's achievements and results for 2022. The Board acknowledges the Agency's performance and notes the following key aspects:

(1) the Agency has continued in 2022 to perform its role of **EU authority responsible for issuing authorisations for placing railway vehicles on the market, single safety certificates for railway undertakings and ERTMS trackside approvals.**

In 2022, 1861 decisions on Vehicle Authorisations, 66 Single Safety Certificates, and 2 ERTMS Trackside Approvals have been issued, which are the highest figures ever recorded by the Agency since the full implementation of the Technical Pillar of the 4th Railway Package. This proves the successful and timely delivery of tasks under the 4th railway package by the Agency.

The year 2022 also started to see the effects implementation of the new hourly rate for fee-carrying authority activities, adopted through the Commission Implementing Regulation (EU) 2021/1903. In addition, in the last quarter of 2022, the indexation of the Fees and Charges levels has been prepared, following the prescriptions enshrined in Regulation 2018/764 (art 10.1) and subsequently amended by Regulation 2021/1903.

The Board expresses its satisfaction by noting that four years after the start of its new mandate, the Agency has been performing effectively its role of EU-wide authority and has shown a high capacity to adapt to the increasing demand for these services. It also welcomes the transparency proven by the Agency in sharing up-to-date data on the number of applications, requests received, processed for its authority tasks, as well as the related budgetary forecast.

In addition, the Board notes the Agency's effective maintenance of the one-stop shop (OSS) as well as the maintenance and upgrade of other registers, fulfilling the needs arising from the 4th Railway Package.

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

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

The Board welcomes the continuous commitment from the Agency to the objective of creating a Single European Railway Area and its sustained work in key areas such as reducing national rules and ensuring the maturity of its technical specifications for interoperability. More specifically, the Agency delivered on significant milestones in 2022, in particular, the on-time delivery of the Agency's recommendation on the TSI revision package 2022 relating to the following subsystems of the rail system in the European Union: Infrastructure, Energy, Control-command and signalling, Rolling stock, Operation and traffic management. Such an important work will support the strengthening of rail interoperability across Europe, in line with the European Commission policy expectations.

The Board is also content with the extensive work carried by the Agency in 2022 to assess the National Rules on fixed installations, especially with the completion of the assessments for the following countries and the inclusion of their rules in SRD: Finland, Germany, Italy, and Spain. The Board is looking forward to the finalisation of the assessment for the remaining national rules for fixed installations according to art 14.5 and 14.6 of the Interoperability Directive, as planned in SPD 2023-2025, as well as to the results in terms of rules reduction over the next years. The Board is also quite satisfied with the progress made on the development of a new SharePoint-based application for SAIT, as well as on the efficiency the Agency has been providing in terms of user supports. The Board is equally satisfied with the advancement made with CCS TSI, with the recommendation delivered by the Agency in June 2022.

In addition, the Board notes with contentment the work carried out by the Agency in the field of railway safety. Indeed, following the success of the 2021 Safety Climate Survey which gathered 46,500, the Agency has worked in 2022 on its first report, which will likely be published in 2023. This effort aims at maintaining the momentum supporting the sector with the development of a positive safety culture. The Board notes the additional work to prepare further outreach on the Just Culture and wider safety portfolio as well as the efforts made on Human and Organisational factors in 2022. Indeed, on top of organising a webinar in June "From Busting Myths to Practical Tools", the Agency launched RAILHOF, a new interactive digital platform for sharing and exchanging knowledge and information on HOF. The Management Board is also content with the Conference the Agency organised on "Managing workload and fatigue" in December 2022.

In addition, the Board appreciated the continued development of safety training for rail stakeholders, such as the one on risk analysis and safe integration or the training on Just Culture, developed in 2022.

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

Indeed, the second NSA monitoring audit cycle started in 2022 with a wider scope than that of the first cycle, encompassing all tasks assigned to NSAs by EU legislation. The Agency successfully delivered three reports on NSA Slovenia, NSA Greece, and NSA Spain.

Regarding the NoBos Monitoring activities in 2022, the Agency exceeded the Management Board's expectations by delivering 8 reports instead of 3 expected. By more than doubling its planned outputs, this activity supports the overall improvement of the effectiveness of respective bodies in performing their tasks and the efficiency of the overarching system.

The Agency has also continued its important work supporting NIBs, which was welcomed by the Management Board. Indeed, a Task Force of the NIB Network developed a guide with the support of the Agency on how to investigate ECM activities.

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

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

The Management Board acknowledges Agency's continued cooperation with OTIF, with the NSA, NIB and NRB networks, as well as its key role played with the IPA and EuMedRail projects. The Board is also very pleased with the continuous support the Agency has provided to the European Commission when it comes to issues relating to the connectivity with Ukraine, and the enhancement of the contacts with the Ukrainian rail authorities, all of which were described in a webinar dedicated to ERA international activities in 2022.

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

The Management Board welcomes the Agency' efforts in 2022 to continue strengthening in strategic agenda and ensuring consistency between all strategies, roadmaps and guidance produced. The Board is particularly pleased on the undeniable advancement of all of the EB Strategic Calendar topics.

Indeed, the work on data and digitalisation in 2022 continued at a good pace, towards the overarching goal of data-centricity, and continuing to develop the Knowledge Graph

which combines data from RINF and ERATV. The Board looks forward to the future contribution of the Agency in this strategic field and is very glad of its ground-breaking work.

The Management Board was equally pleased to witness the Human Resources (HR) strategy development in 2022. Such strategy is essential for the Agency, not only to ensure it is appropriately staffed, but also to ensure that it attracts the right profiles with the required skills and competencies needed within the Agency. The Board looks forward to its implementation from 2023 onwards.

Furthermore, the Management Board was pleased to see the progress made with the change management initiative "Better Together", which identified the top 11 priority work packages to implement following an active involvement of staff and a vote. The Board understands the essential role this project plays within the organisation, to respond to the need for organisational culture change in line with the changes to the Agency's mandate over the last years. The Board looks forward to the further progress in the implementation of these 11 work packages, which already started in 2022.

The Management Board also warmly welcomed the gender audit performed internally by the Agency. This topic is of high importance for the Board, especially as it hopes to see in the future a better gender balance within the Agency at all levels. The Board notes that in 2022 a second female Head of Unit has been appointed to the Management Team of the Agency.

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

In addition, the Board appreciated the SPD 2024 workshop organised remotely in June 2022, which was highly interactive and very productive to highlight the types of interventions the Board Members would value more in each of the following three priority topics: (1) safety, NSAs and NoBo monitoring, (2) CCS, TSI, and national rules, and (3) railway data and digitalisation. Building on the successful implementation of the intervention logic following guidance from the network of EU agencies, the Agency deepened its related rationale through the identification of intervention types and involved appropriately the Management Board throughout the workshop. This is extremely important to ensure that all activities and outputs produced by the Agency are in line with the identified long--term outcome, and therefore making the best of use of its resources. The Management wishes for the Agency to continue on this successful path and recommends to further implement the intervention logic for all future Agency's activities.

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

In 2022, the Agency further developed its monitoring dashboard, through the use of an innovative tool so as to provide clear and transparent data on the Agency's work and performance, such as the human resources, the budget overview, the authority tasks, the status of implementation for the key projects and services (human resources intensive, budget intensive or other projects flagged by the Management Board for their strategic importance). This refined tool was warmly appreciated by the Members of the Management Board and has been a recurring item for all meetings in 2022, as it provides a very clear picture of the Agency's state of play.

The Management Board is equally pleased with the Agency's performance in implementing its allocated budget in 2022 and praises the high rate of budget commitments of 99.95%. The Agency made substantial progress towards increasing its payment rate compared to previous years. The Board appreciates the Agency for having managed its budget in difficult conditions, with an exceptionally high indexation of salaries in 2022. The Management Board encourages the Agency to pursue these positive efforts over the coming

years for an effective and efficient budget execution, as well as its positive practices of ensuring transparency and pro-active decisions on its budget implementation.

Furthermore, the Board appreciates the efforts made by the Agency to monitor efficiently its implementation of the annual work programme. Indeed, in 2022, the Management Board delegated some powers to the Executive Director to amend the SPD for non-substantial changes (³). This allowed the Agency to amend the SPD for minor editorial changes while reducing the administration both for the Management Board and the Agency. Overall, the Agency has carried out four rounds of amendments, two substantial and two non-substantial, which ensured the document was appropriately updated based on the most recent development. In addition, the Management Board welcomes the improvement made to the monitoring of all the Agency's Projects and Services spending, risks, and achievement of the SPD target. This could be done through the launch of a new IT tool, providing an agile, user-friendly project management tool.

(7) The Management Board acknowledges the efforts made by the Agency to continuously improve **its IT system** throughout 2022, as it moved SRM and SharePoint to the cloud, and rolled out the Human Resource Management information system of the European Commission (SYSPER) to further digitalise and centralise data. The Board also welcomes the substantial work carried out in 2022 to support the implementation of SUMMA at the Agency. Being one of the three pilot EU agencies involved, the Board appreciates the contribution the Agency provides to the improvement of a better financial IT application and acknowledges the substantial efforts made by the Agency to embark with the use of this new system, while maintaining business continuity for all its financial operations.

(8) The Management Board is pleased that the European Parliament has granted the discharge for 2021 budget and that the European Court of Auditors audit on the 2021 annual accounts confirmed the **reliability of the accounts, as well as the legality and regularity of all underlying transaction**. The Board encourages the Agency to continue its efforts to implement the Internal Control Framework. It recognises the efforts made to strengthen a control system which can provide reasonable assurance on sound financial management and on the achievement of the objectives.

(9) During 2022, the Board has discussed the available resources for the policy-related activities, the authority tasks and the support activities and invited the Agency to identify opportunities to enlarge the resource availability for the policy-related tasks, given the high demand for those and their importance. This analysis has become a building block for the **ERA Strengthening Plan** adopted in 2022. The structure for the Strengthening Plan included the identification of the streams of work for which the Agency does not have sufficient resources in line with the full level of ambition, together with the Agency's commitments for an efficient and effective use of its human and financial resources. The joined efforts led to the allocation of 12 additional TAs for the Agency starting from 2023, which will mitigate the pressure on the Agency's resources. The Management Board warmly welcomed in the second half of the year the Strengthening Action Plan 2023-2027, which presents the list of actions the Agency will carry out to dedicate more resources to priority areas, as well as the additional actions it will take to improve its efficient use of resources. The granularity proposed by the Agency in this document was appreciated by the Board and it looks forward to monitoring its implementation on an Agency dedicated dashboard proposed in 2023.

(10) The Management Board welcomes the continued efforts of the Agency in strengthening its **communication,** implemented through various channels to reach the largest public possible**.** The Board is satisfied with the development and launch of the new ERA website in November 2022, which provides a clearer, streamlined, and modern tool to present the Agency's contribution to the railway sector and EU citizens at large. In addition, the Agency managed the successful organisation of 9 webinars in 2022 on various topics, which gathered up an incredibly wide audience from across the EU and various

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(³)   See MB Decision 289 (replaced in 2023 by MB Decision 317)

sides of the railway sector. The Agency also prepared several publications and videos, which have been positively perceived by the Agency's stakeholders.

The Agency also successfully organised the ERTMS conference in Valenciennes, which lasted for 3 days, gathered more than 500 participants, and saw the organisation of more than 10 workshops. The Board is also pleased with the organisation of a conference on multimodal freight in Le Havre, which highlighted the importance of rail connectivity with European ports. Finally, the Board appreciates the efforts deployed by the Agency to set up an online tool for training and dissemination activities, which will enhance the user's experience and the learning as a whole. The Board looks forward to its further implementation in 2023.

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

The Board is pleased to have seen the publication of the third report on the Green Agenda from the Agency "*Fostering the rail sector through the European Green Deal: Rail-port synergies*". Such document was publicly presented in a conference dedicated to multimodal freight in Le Havre. In addition, the *Report on Railway Safety and Interoperability in the EU,* as well as the *Report Assessment of achievement of safety targets* provide clear and interesting data, which is welcomed by the Board.

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

(12) The Management Board regrets to notice that resource constraints have continued to impact the Agency's potential scope of work. The **negative priorities noted for 2022** include: the work on the NSA annual performance review; the review of NIB accident investigation reports, and the development of the information sharing system for safety occurrences in Europe.

Conclusions and recommendations

(1) The information provided in the Annual Activity Report 2022 gives the Management Board sufficient assurance that the resources assigned have been used for their purpose in accordance with principles of sound financial management. In addition, the control procedures put in place provide the necessary guarantees concerning the legality and regularity of the transactions underlying the accounts.

(2) The Board witnesses a very good degree of achievement of Agency's targets for the various outputs, a satisfactory degree of achievement for its set of KPIs in 2022, as well as excellent budget implementation rates. The Management Board encourages the Agency to continue the regular monitoring of budget spending and outputs achievement and to keep a standing agenda item on these aspects on the occasion of the Management Board meetings, by continuing to use the very effective instruments put in place, such as the SPD Dashboard. The Management Board also encourages the Agency to continue to provide a regular monitoring of the operations related to its fees and charges related activities, in addition to the ones linked to the EU subsidy.

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

(4) The Management Board recognises that the Agency has shown its preparedness to cope with the authority tasks in 2022 and encourages the Agency to continue increasing its level of performance for the years to come, in close cooperation with all its stakeholders. The Management Board will continue its close involvement in this with the help of the 4th Railway Package Steering Group.

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

(6) The Management Board has effectively played its role remotely in 2022. All the necessary decisions have been taken, ensuring the Agency proper governance. The Management Board has unfortunately still not managed in 2022 to decide on a language arrangement for the Agency. The Management Board also invites the Agency to continue with its regular reporting on the implementation of the Strengthening Action Plan.

(7) The Management Board will continue to monitor the satisfactory application of the internal control standards and of the IAS and ECA recommendations, respectively.

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

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

30/06/2023

Clio Liégeois
Chairwoman of the Management Board

Mission statement

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

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

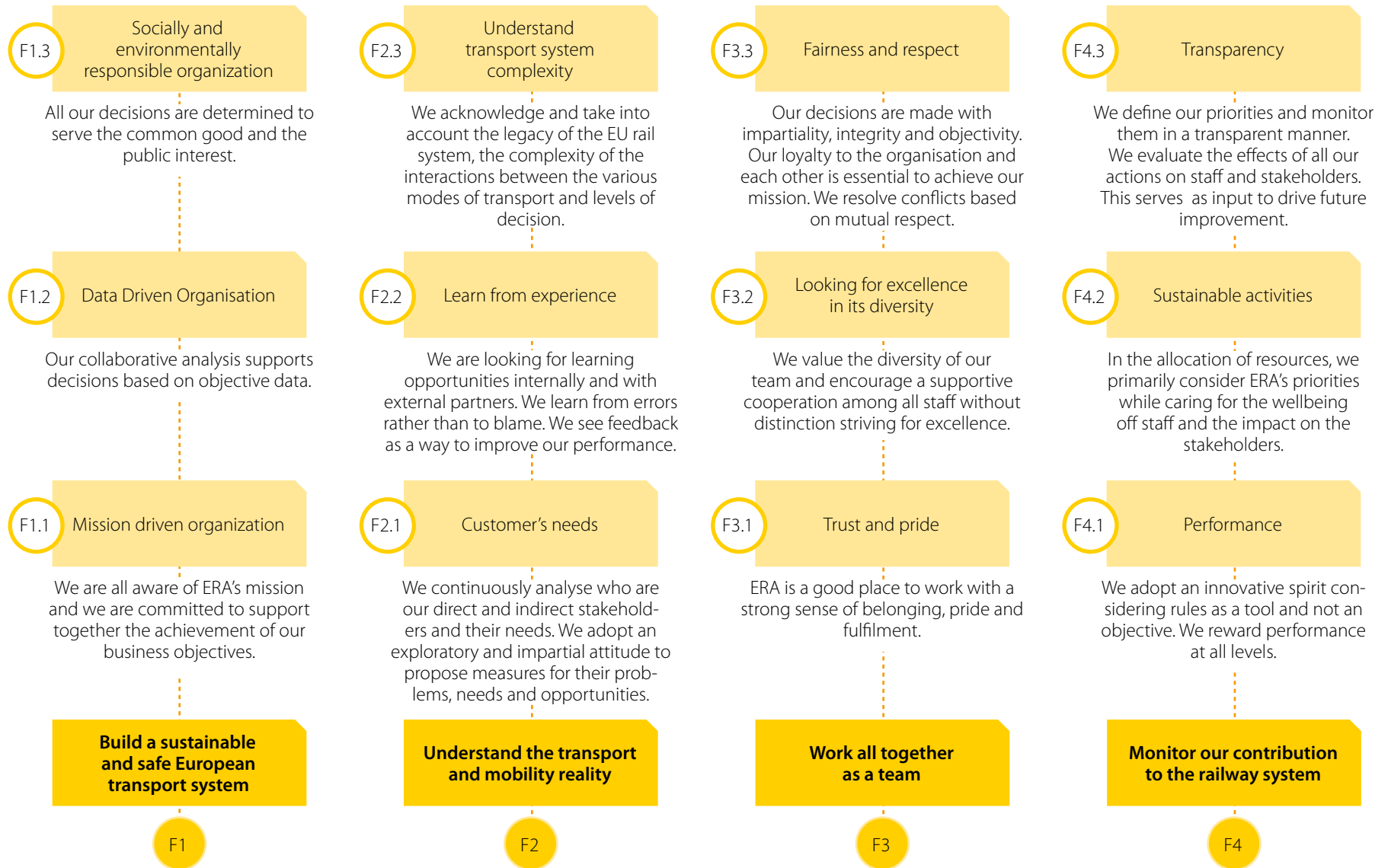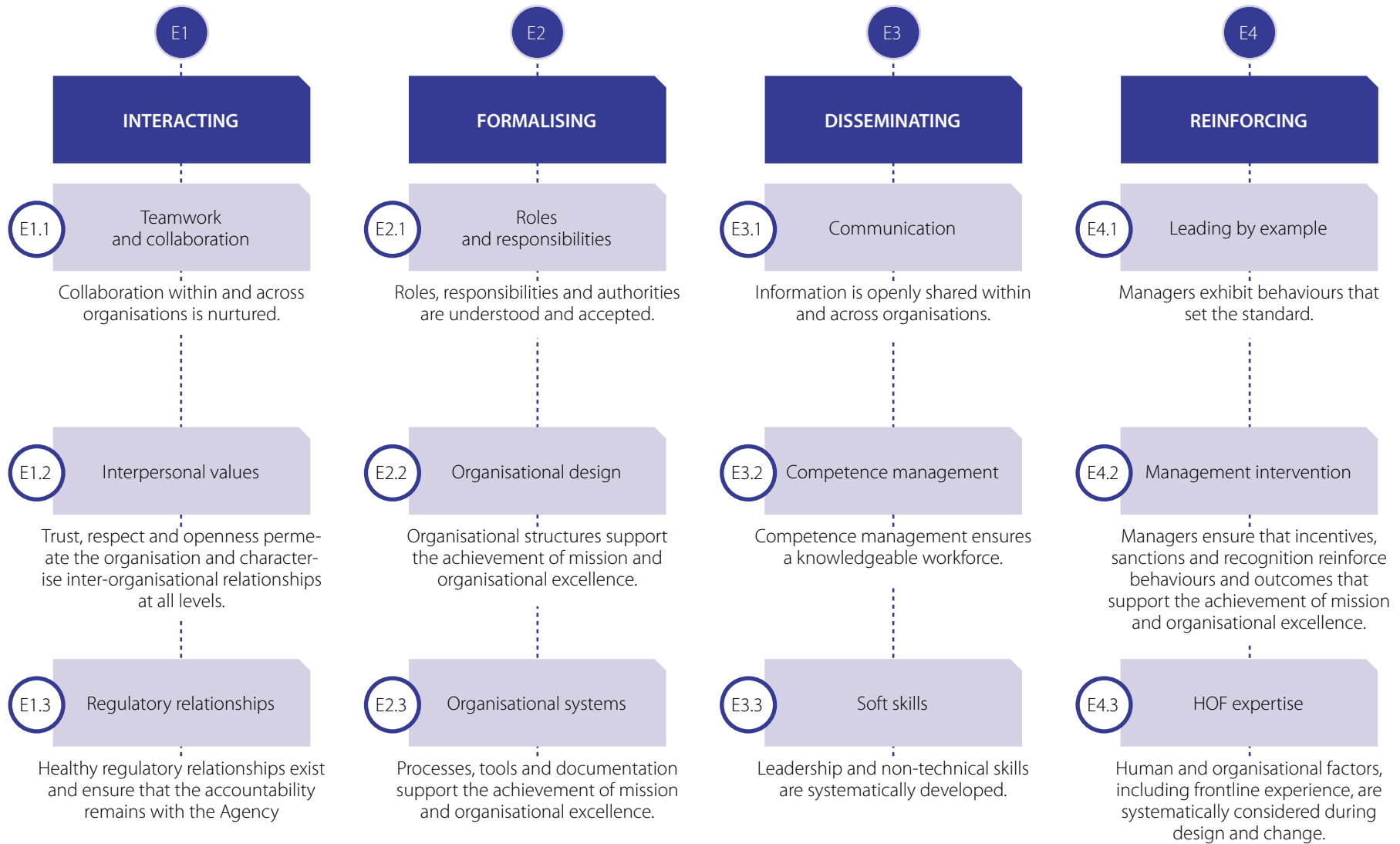| Vision statement	Mission statement
A sustainable, safe European transport system without frontiers	Moving Europe towards a sustainable and safe railway system without frontiers

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

Mission statement

ERA Fundamentals: Attributes

F1.3 Socially and environmentally responsible organization

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

F1.2 Data Driven Organisation

Our collaborative analysis supports decisions based on objective data.

F1.1 Mission driven organization

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

Build a sustainable and safe European transport system

F1

F2.3 Understand transport system complexity

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

F2.2 Learn from experience

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

F2.1 Customer's needs

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

Understand the transport and mobility reality

F2

F3.3 Fairness and respect

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

F3.2 Looking for excellence in its diversity

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

F3.1 Trust and pride

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

Work all together as a team

F3

F4.3 Transparency

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

F4.2 Sustainable activities

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

F4.1 Performance

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

Monitor our contribution to the railway system

F4

Organisational cultural enablers: Attributes

E1

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

Executive Summary

The Consolidated Annual Activity Report for 2022 provides an overview of the activities and achievements against the work programme of the Agency. It follows the guidelines established by the European Commission, and as such takes into account the main internal and external factors which have influenced the work of the Agency. Overall, the Agency has been quite successful in achieving its milestones and delivering on its core mission throughout the year.

The Agency's **main achievements** of 2022 can be summarised as follows:

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

- The recommendation of the TSI revision package including CCS, Loc&Pas, WAG, NOI, PRM, INF, ENE and OPE TSIs was delivered in June 2022.

- The second three-year cycle of the monitoring of National Safety Authorities successfully started in 2022 with a wider scope.

- The Agency has continued the monitoring of Notified Bodies with impressive deliverables.

- The 4th Railway Package Steering Group successfully continued its activities, allowing the Management Board to get reports about the Agency's preparedness for the 4th Railway Package and to address early issues linked to its implementation in a constructive manner.

- The Agency has continued working on the results of the ambitious safety climate survey launched in 2021, which had received overall 46,500 replies.

- The report on Railway Safety and Interoperability, as well as the Report Assessment of achievement of safety targets were ensured.

- The Agency developed a new SharePoint-based application for SAIT.

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

- The Agency prepared the Strengthening Action Plan, which was endorsed by the Management Board and adopted as part of the SPD 2023-2025. This fruitful work led to the allocation of 12 additional TAs starting from 2023.

- The Agency has developed training modules on Just Culture, which would enhance safety across the sector.

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

- The Agency maintained a strong presence in the media and increased its social media following in 2022. In addition, the Agency organised nine successful webinars, with an audience reaching of up to 900 participants per event.

- The website of the Agency was revamped in November 2022, improving its user-friendliness and capabilities.

- A report on the synergies between railways and ports was produced through the lenses of the European Green Deal. A conference in Le Havre with stakeholders provided an interesting exchange on multimodality.

- The implementation of the budget was much higher than in previous years, with for instance a 99.95% rate of budget commitment for 2022.

- In 2022 the Agency migrated the HR modules to the EC HR tool SYSPER 2, as well as with the SRM/SharePoint to the cloud.

- In 2022, ERA has migrated to the new budgetary, accounting and financial system, SUMMA, as one of the first three EU pilot agencies. The Agency has continued to benefit from a strengthened cybersecurity posture, following the investments made in 2021 based on a dedicated EU subsidy allocation.

- The Better Together project finalised its top 11 working packages and the implementation of these started at the end of 2022.

As described above, in 2022, the Agency performed its authority tasks and issued Single Safety Certificates, Vehicle Authorisations, and ERTMS Trackside Approvals. The year 2022 has marked a substantial increase in the number of SSC, VA and TA issued compared to previous years (66 SSCs issued, 1861 VAs and 2 ERTMS TAs). While the Agency has managed to increase the involvement of the Pool of Experts in the performance of the Agency's assessment tasks in the context of VA and SSC, this remains a challenging ambition, given the fact that it collides with the limitations on resources on the side of a number of NSAs, from where this Pool of Experts often draws the expertise. Efforts are continuous to enlarge as much as possible the use of the Pool of Experts, which is an important support in the context of Agency limited resources, but also to cope with the language needs.

The Agency ensured a high level of transparency by regularly monitoring and sharing with the Management Board the level of achievement of its SPD outputs and the level of its budget execution, respectively. The Strengthening Plan and its related action plan were prepared and adopted in 2022. More information can be found under section II.6.

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

Communication Highlights

The Agency has in 2022 undertaken considerable effort to promote its work, the European idea and European unity, acting in accordance with its strategic objectives, and engaging in constant and fruitful exchange with key stakeholders such as NSAs, NIB, NRB, and others. Using our key principles, we focused on consistent messaging, increasing the impact of ERA as a European authority, promoting a professional image of ERA, contributing to internal culture change by seeking to invoke a positive culture.

One of the highlights of 2022 was the ERTMS conference on 26 April, for which had 400 'live' participants and 150 participants online. We also had a strong presence at the In-noTrans event in September in Berlin, with more than 65 individual meetings with members of the sector at the nicely designed "green" ERA stand. The event featured a range of activities related to diversity and talent for the rail sector, digitalisation, ERTMS, multi-modality, collaboration with Ukraine, the Platform of Rail Regulatory Agencies, an MoU with the German sector to improve VA processes, the "First" trackside approval signature on TEN-T corridor (Rhine-Alpine), and "fast-track" vehicle authorisation with DB Regio signature. We also launched the "Numbers Talk" campaign to highlight the environmental benefits of rail as mode of mass transportation.

Another successful event was the multimodal freight conference in Le Havre, France, on 22 June. We were also present at the Connecting Europe Days in Lyon on 28-30 June and co-organised the 2-week summer school with the European Training Centre for Railways (ETCR). In addition, we co-organised the International Rail Safety Council on 16-21 October in Sevilla, Spain, with 300 participants representing 29 countries. We organised in December the HOF Conference and the Rail Cybersecurity Conference. All the above events were managed by the ERA Academy.

Furthermore, our webinars on a variety of topics, such as the TSI Revision Package, attracting talent to the rail sector, maintenance, ERTMS, human and organisational factors, rail safety, FRMCS, were very well received by the stakeholders and had a continuous interested audience. Our recorded webinars on YouTube and our website contains a wealth of up-to-date and concise source of information. The overall audience of our very active social media channels continuously grew over the year. Also, our website has been completely modernised and technically updated, allowing us to better show the dynamism and the diversity of the Agency's work.

In addition, the Academy has been delivering training on demand and prepared the technical infrastructure for its e-learning platform; it also started preparing training content for future use on the platform, with a focus on Safety training.

The Agency continued to seek synergies, build networks and partnerships, e.g., we exchanged with other EU institutions and actively participated in the *Skill Training Alliance for the Future European Rail System* (railstaffer.eu) initiated by the sector.

In 2022, we have organized ERA's first press briefing in Brussels, in line with our strategic approach aiming at increasing our visibility in the capital of Europe and consolidate our reputation as the main EU Authority for Rail. The event highlighted the added value of our work for EU Citizens and EU businesses, explaining the positive impact of our activities. During the press briefing, the *Cross-border Rail Transport Potential Report* was presented, assessing how the further removal of technical and operational barriers at European cross-border sections would contribute to the attractiveness and competitiveness of rail transport.

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Featured Topics

ETCR Seminar 2023: registrations are open!

The Agency, ETCR and the College of Europe jointly organise the 60th edition of the ETCR Seminar, from 3 to 14 July 2023.

European Rail Safety Days 2023

In this upcoming edition, the Safety Days will focus on how to nurture a learning railway system, a topic of paramount importance for safe operations.
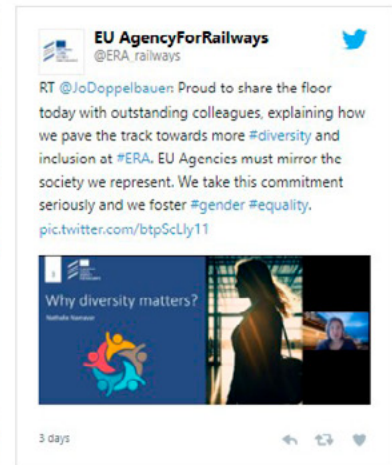
Getting Rail Freight on the Right Track

On 29 March 2023, the chairwoman of the TRAN committee of the European Parliament and the Executive Director of the Agency, have called on the decision-makers to implement ambitious policies to concretely foster the transport of goods by train.
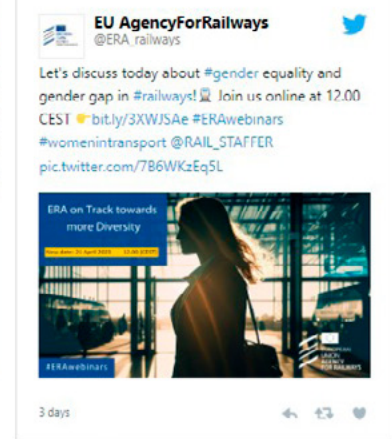
Vacancies at ERA

Please be informed of the current vacancies in the Agency.

Latest Updates

Twitter

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@ERA_railways

RT @JoDoppelbauer: Proud to share the floor today with outstanding colleagues, explaining how we pave the track towards more #diversity and inclusion at #ERA. EU Agencies must mirror the society we represent. We take this commitment seriously and we foster #gender #equality.
pic.twitter.com/btpScLly11

3 days   ↩ ⟲ ♥

EU AgencyForRailways
@ERA_railways

Let's discuss today about #gender equality and gender gap in #railways! 🚺 Join us online at 12.00 CEST 👉 bit.ly/3XWJSAe #ERAwebinars #womenintransport @RAIL_STAFFER
pic.twitter.com/7B6WKzEq5L

3 days   ↩ ⟲ ♥

More tweets ⤢

I. Achievements of 2022

In 2022, the Agency adopted a new structure of its work programme. Indeed, it moved from an activity-based work programme to a strategic statement-based one. This follows the further implementation of the intervention logic in the Agency, with the will to structure work around the desired long-term outcomes. The list of the strategic statements can be found below:

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

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

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

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

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

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

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

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

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

In **Strategic Statement 1**, the Agency continued to effectively perform its role of authority responsible for issuing authorisations for placing railway vehicles on the market (VA), single safety certificates (SSC) for railway undertakings and ERTMS trackside approvals. The Agency maintained the OSS and upgraded other registers. In addition, the Agency finalised its recommendation for the 2022 TSI revision package as requested by the EC mandate. In parallel, a strong focus was maintained on the cleaning up of the remaining national technical, safety and operational rules constituting obstacles to smooth rail operations. The Agency also continued its important work on the System Pillar, thanks to the DG MOVE contribution agreement. Finally, the monitoring of NoBos continued in 2022, with an exceptionally high number of reports produced in a single year.

In **Strategic Statement 2 and 3,** the work on TAP and TAF TSI progressed well. In addition, a report on intramodality between ports and railway was produced in 2022.

In **Strategic Statement 4,** the follow-up work on the safety climate survey continued in 2022, building on the success of this initiative in 2021. In addition, the Agency started the second 3-year cycle of the monitoring of National Safety Authorities, which has a wider scope. Furthermore, the Agency developed its work on the Human and Organisational Factors. Indeed, it organised a dedicated webinar, conference and launched a digital platform on the topic in 2022.

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

In **Strategic Statement 6, t**he analytical tasks linked to the impact assessment of recommendations and opinions were further developed with a focus on the TSI 2022 revision package. The research activities focused on the identification of SERA research needs, taking into account the return of experience, and the management of their integration and their follow-up into the relevant rail research programmes, which were mainly linked to the cooperation with Europe's Rail Joint Undertaking.

In **Strategic Statement 7,** under the coordination of ERA Academy, the Agency organised its flagship ERTMS-conference with more than 500 participants as well as many other events on today's topics, e.g., multimodality in freight and cybersecurity. In addition many training sessions were organised for the railway sector, and for the key partners of the EUMedRail and the IPA projects. The Agency's webinars featured several railway topics, and continued to attract a highly interested audience. The new ERA website came with

improved useability and design, and the e-learning platform was technically achieved. The Agency increased its presence in Social Media, improving the visibility of its achievements and reaching a growing audience. . Furthermore, the Agency continued to organise the meetings linked to: the NSA Network; the NRB management and the coordination; the NIB cooperation, respectively.

In **Strategic Statement 8 and 9,** the Agency implemented the necessary changes in order to continue the delivery of efficient and effective services towards its external and internal stakeholders, including the progress with the application of the intervention logic in its SPD and the increasing focus on performance, linking together the focus on efficiency in delivering its outputs and the focus on outcomes and impacts for the railway system and the citizens. A new monitoring dashboard has been prepared, as well as a new platform for the monthly reporting of all projects and services. The Agency prepared the Strengthening Action Plan focused on the proper resourcing of a set of priority activities, together with an increased efficiency of all its processes. The Plan was adopted by the Agency's Management Board and has become an integral part of its SPD, starting with SPD 2023-2025. The HR modules migrated to the SYSPER 2, and the Agency's SharePoint migrated to the cloud. The Agency, as one of the first three EU pilot agencies, has migrated to the new budgetary, accounting and financial system, SUMMA. Many advances were also made by the Better Together project, including the finalisation of the top 11 priorities voted by the Agency' staff.

The next parts under Section I include the detailed record of the achievement assessment for the outputs listed in SPD 2022-2024 for the various SPD objectives. The infographics used for the various levels of achievement are referenced in the following table.

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

NoBos monitoring	
Indicator	Target
No. of reports for NoBos audit/inspection sent to NoBos for comments after the onsite visit.	At least 6 reports, depending on resource availability
Overachieved 9 reports were delivered in 2022 with a 10th report, concerning a NoBo audited beginning of December 2022, pending delivery (delivered in 2023).	
No. of reports for NoBos audit/inspection delivered	At least 3 reports, depending on resource availability
Overachieved 9 reports were delivered in 2022 with a 10th report, concerning a NoBo audited beginning of December 2022, pending delivery (delivered in 2023).	
Revision of ERA technical document	Document delivered by Q4 2022
Achieved The revised scheme was delivered and published on the ERA website.	
Added value to EU Citizens	
Harmonised NoBo assessments ensure cross-assessment of results, therefore a reduction of conformity assessment costs and time. Checking a high level of NoBo competence ensures delivery of compliant products which in turn fosters the safety of those products and of the citizens that use them. The project also contributed to the increase of trust in 3rd party conformity assessment practices.	

Harmonised railway operations	
Indicator	Target
Analysis of potential areas for harmonisation of NSR	Summary paper delivered
Partly achieved The Analysis was partially completed (awaiting completion of the NSR cleaning-up exercise).	
Strategy for harmonisation of type 5 rules and wider approach for com-petence management	Strategy paper delivered
Achieved Based on a detailed analysis of the situation, a request was sent on 16/12 to the Commission to grant the Agency a mandate to develop a new CSM on competence management in the context of the SMS.	
Identify parameters for assessing adequate NSR set up at MS level (incl. IM rules etc.)	Assessment framework developed
Partly achieved The draft strategic paper was completed and revised internally in December 2022. The assessment framework will be further developed and finalised by end of Q2 2023.	
Cleaned up notified NSR	Project finalised (through agreement with MS and/or the issue of TOs)
Partly achieved NSR for all MS have been assessed internally and meetings with most Member States have been scheduled from 2022 onwards. Given the complexity of the task, the work will be finalised by Q2 2024.	

Harmonised railway operations	
Indicator	Target
Accompanying the ongoing TDD revision process	Support provided at the request of the Commission

No assessment possible

No request for support from the Commission was received on this topic in 2022.

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

TSIs revision	
Indicator	Target
Final Draft delivered	June 2022

Achieved

The Agency Recommendation was delivered to the Commission on 30 June 2022 and published on the ERA website on 12 July 2022.

First draft delivered	March 2022

Achieved

The first draft was released for public consultation on 18 March 2022 and sent to the Commission on 30 March 2022.

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

Learning from TSIs	
Indicator	Target
Opinions under Art 19(1)(d) AR adopted as an AMOC	1

No assessment possible

No opinions adopted as an AMOC during 2022.

Requests for advice answered within the agreed deadlines	100%

No assessment possible

Only one advice 2022-12 was requested. It was answered within the legal period & published also on the ERA Website.

Requests for opinion answered within the agreed deadlines	100%

Achieved

All opinions (2022-1 to 2022-13) have been answered within the legal period & are published on the ERA Website.

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

Achieved

Participation ensured to all the NB Rail Plenary meetings and to all NB Rail Strategy meetings of 2022.

Added value to EU Citizens

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

Revision of VA guides and procedures	
Indicator	Target
Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	95%

Achieved

Thanks to the development of standardised procedures, work instructions, checklist and templates, the Agency and the members of the Pool of Experts working on the assessment of applications submitted through the OSS produced standardized outcomes. This allowed for homogeneity in ERA deliveries, transparency towards applicants and NSAs for the area of use, efficiency gains which translated into time (and cost) savings, and continuous improvement to further streamline the authorisation process. During 2022, several iterations have been made to the templates developed 2019-2021, and some new templates were issued. In addition, two work instructions have been further developed or newly published in 2022.

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

Achieved

6 VA return of experience meetings were arranged in 2022, 8 sessions in total The topics discussed at each meeting are indexed and categorised, allowing quick retrieval of the discussions held and the agreements reached. The actions agreed at each meeting are also logged, including responsible person and estimated deadline. Completion date (and evidence of the completion) is also recorded.

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

Achieved

The doubts and questions raised to the Agency related to vehicle authorisation by means of the Contact Us webform and the Service Desk platform have been duly and timely answered within 5 working days in most cases.

Added value to EU Citizens

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

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

Assessment

All interoperability risks have been registered and assessed, but the decision for addressing them has been postponed to H1-2023 due to lack of resources with ERTMS competence in H2-2022 due to conflicting tasks linked to the CSS TSI work.

Added value to EU Citizens

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

Board of Appeal	
Indicator	Target
Issuance of findings and decisions of the Board of Appeal on time	≥95%

No assessment possible

There was no appeal nor arbitration case in 2022.

Added value to EU Citizens

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

Business helpdesk VA, SSC and ERTMS Trackside approval	
Indicator	Target
Proportion of the requests on the Agency scope of work addressed to the business helpdesk answered within 10 working days	90%

Overachieved

360 requests about Vehicle Authorisations, Single Safety Certificate and ERTMS Trackside Approvals were received and 98% of these requests were answered within 10 working days.

Satisfaction survey	Deliver a survey on satisfaction of applicants

Achieved

Satisfaction survey was submitted to stakeholders via the Survey platform of the European Commission (131 stakeholders were invited to provide feedback, 20 responses were received).

Added value to EU Citizens

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

Manage ERTMS long term evolution	
Indicator	**Target**
TSI CCS - final recommendation delivered	by end June 2022

Achieved

The recommendation was delivered by end June 2022.

TSI CCS - Appendix A documents delivered for vote	by end October 2022

Partly achieved

The Appendix A documents will be delivered in 2023. Most change requests have been closed and a first consolidation of Appendix A documents was finalised (i.e. version 3.9.1.). The experienced delay finds roots in additional requests for individual change requests in the CCS TSI package (i.e. CR 1370, CR 1367, CR 1359, CR 1304). The delay in the closure of these individual change requests also caused a delay in finalising the consolidation phase and the development of the reduced on-board envelopes.

Added value to EU Citizens

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

Management of the Authority tasks: VA, SSC and TA	
Indicator	**Target**
Issuing ERTMS Trackside Approvals - Proportion of decisions taken ac-cording to the legal framework deadlines	100%

Achieved

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

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

Achieved

All decisions have been taken within the legal framework deadline taking into account the time freeze agreed with the applicants. The processed number of applications however largely exceeded the planned for applications.

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

Achieved

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

Added value to EU Citizens

The authorisation process allows the authorising entity to achieve a reasonable assurance that the applicant and the other entities involved in the design, manufacture, verification, and validation of the vehicle and/or vehicle type have fulfilled their obligations and responsibilities, in order to ensure that the vehicle and/or vehicle type conforms to the applicable laws. The VA activity of the Agency is contributing to boost the competitiveness of the European railway sector by signif-icantly reducing the costs and the administrative burden for authorising vehicles intended for cross-border rail services. The ERTMS trackside approval ensures that the ERTMS equipment is interoperable, fostering the reduction of technical barriers.
The SSC gives evidence that the railway undertaking has established its safety management system and is able to com-ply with its legal obligations. Access to the railway infrastructure is granted only to RUs that hold a valid single safety certificate. The safety certification activity of the Agency is contributing to increase and harmonise safety management systems of the operators while lifting the competitiveness of the European railway sector by significantly reducing the administrative burden for obtaining the necessary safety certificate needed for cross-border rail services.

Registers Operation and Development	
Indicator	Target
ERADIS- % of user support requests received via Service Desk and allo-cated to the Registers team answered on time	80%
Overachieved The Registers team managed to provide timely answers to ERADIS users in 95.81% of the cases.	
ERADIS-% of submitted ERADIS documents assigned to the Registers team managed (published, rejected, or other actions taken)	95%
Achieved In 2022, the Registers team, supported by FWC ERA-2019-06-FWC01 managed 100% of the documents submitted in ERADIS and related to the Registers team, namely EC declarations, Service Quality Reports, Safety Certificates (other than SSCs), and licences.	
ERADIS-% System availability (covering maintenance, bug fixes and patches and their analysis and testing)	98%
Achieved In 2022, the annual system availability of ERADIS was equal to 99.90%.	
ERATV- % of submitted records published or clarification requested	85%
Overachieved In 2022, the registers team, supported by ARHS via the SC03 implementing the FWC ERA-2019-06-FWC01 managed 100% of the vehicle types submitted in ERATV.	
ERATV- % System availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	98%
Achieved In 2022, the annual system availability of ERADIS was equal to 99.89%.	
EVR - % of received local NVRs migrated to EVR within 6 months from the day of request	95%
Overachieved The Registers team managed 100% of the migration requests withing the 6 months deadline.	
EVR % system availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	98%
Achieved In 2022, the annual system availability of EVR was equal to 98.05%.	
Organisation's code Register - % of requests for organisation code allo-cation answered (accepted or rejected) within 10 days	95%
Achieved The Registers team has managed more than 95% of the requests for an Organisation Code within 10 days.	

Registers Operation and Development	
Indicator	**Target**
Organisation's code Register -% System availability (covering mainte-nance, bug fixes and patches and their analysis and testing)	98%
Achieved In 2022, the annual system availability of OCR was equal to 99.885%.	
RDD-% System availability (covering maintenance, bug fixes and patches and their analysis and testing)	98%
Achieved In 2022, the annual system availability of RDD was equal to 99.93%.	
SAIT - create a new SharePoint application, transfer users and data, ready for testing.	Achieved by Q4 2022
Achieved The new SharePoint-based platform has been implemented by Q4 2022.	
SRD - % System availability (ensured by maintenance, bug fixes and patches and their analysis and testing)	85%
Achieved In 2022, the annual system availability of SRD was equal to 99.27%.	
SRD - Documented specifications of the functionalities of SRD needed to enable the notification of vehicle authorisation rules in order to follow the TSI structure and open points / specific cases	December 2022
Achieved The document specifications were delivered on time.	
VKM published monthly	Published
Achieved The VKM list has been published monthly on the ERA website as per legal requirement.	

Added value to EU Citizens

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

OSS operation and development	
Indicator	Target
Proportion of significant problems detected during operation for which solutions are available in a next release.	95%

Assessment

At least 95% of the significant problems detected during operations have been tackled through a solution which was available at the next release.

Added value to EU Citizens

The service contributes to the efficient issuing of SSC, VA, and ERTMS Trackside Approvals, by operating and improving the One-Stop Shop system according to the evolving business needs and supporting its user community.

National Technical Rules management	
Indicator	Target
The roadmap agreed with the DG Move C4	Respected

Achieved

The road map was agreed with the European Commission.

VA NRs for CZ and NL	Cleaned by 15 December 2022

Achieved

The assessment for the VA national rules for Czech Republic and the Netherlands has been cleaned, its assessment completed, and Technical Opinions issued before 15 December 2022.

Program for cleaning up FI NRs	Re-launched by March 2022

Achieved

The program for cleaning up of fixed installation national rules was relaunched in March 2022.

Added value to EU Citizens

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

Manage Radio Communication evolution	
Indicator	Target
CCS TSI - final recommendation delivered	Recommendation by end June 2022

Achieved

The recommendation was delivered by end June 2022.

TSI CCS - Appendix A documents delivered for vote	by end October 2022

Partly achieved

The Appendix A documents will be delivered in 2023. Most change requests have been closed and a first consolidation of Appendix A documents was finalised (i.e. version 3.9.1.). The delay is mainly caused by some additional requests for individual change requests in the CCS TSI package (i.e. CR 1370, CR 1367, CR 1359, CR 1304). The delay in the closure of these individual change requests also causes a delay in finalising the consolidation phase and the development of the reduced on-board envelopes.

Added value to EU Citizens

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

Joint Network Secretariat	
Indicator	Target
Joint Network Secretariat - Agency internal procedure on JNS applied	If applicable, at least one JNS normal procedure

Achieved

At least one JNS normal procedure was tackled in 2022. Indeed, the JNS procedure on "Great Belt bridge accident/ incident" was closed in April 2022 while a new procedure "Consequences of unintended brake applications with LL blocks" started in February 2022.

Added value to EU Citizens

After notification of a safety and or interoperability issue, the Agency brings the EU experts together in order to solve the issue while striving for keeping or even enhancing the competitiveness of railways, the safest and most environmentally friendly transport mode.

Management of innovation and long-term evolution of the Agency	
Indicator	Target
Agency's inputs to ERJU Master plan	Delivered by 31/12/22

Achieved

The Agency's input to the Europe's Rail master plan has been provided since 2021. More specifically in 2022, the Agency provided inputs to the multi-Annual plan and the Work Programme 2022-2023.

Agency's inputs to ERJU Multi-Annual Work Plan: The calendar for the planned TSI maintenance and revision (considering the indications from the Commission at the occasion of the adoption of the 2022 revision package);	Delivered by 31/12/22

Achieved

The Agency working document 'ERA needs from EU-RAIL -SP & IP' sent to EU-RAIL on 19/12/2022 contains the identified TSI maintenance for the period 2023 onwards. As working document, it will evolve taking into account the results of the TSI 2022 revision package that is postponed beginning of 2023.

Agency's inputs to ERJU Multi-Annual Work Plan: The template for the CR to ensure a fast and successful integration of the System Pillar out-puts into the Change Control Management for the TSIs, including completeness and quality requirements;	Delivered by 31/12/22

Achieved

The ERA working document "ERA needs from EU-RAIL SP & P" was:

1- Completed on 19/12/2022 with contributions from the Internal coordination team

2- Provided to EU-RAIL with copy DG MOVE on 19/12/2022

3- Discussed with EU-RAIL on 13/01/2023 for further communication to the sector

Agency's inputs to ERJU Multi-Annual Work Plan: The identification of necessary studies to be proposed, in particular for the Human Machine Interface and HOF	Delivered by 31/12/22

Not achieved

Due to the postponed vote of the 2022 TSI package recommendation in RISC, there is not yet clear visibility on the remaining open points / priorities for further work. As soon as the TSI package will have been voted, the remaining points to be improved will be defined and addressed.

Management of innovation and long-term evolution of the Agency	
Indicator	Target
The Agency's strategic document 'A compelling vision for the target railway system' will be updated with contribution from the RSG and in coordination with the JU	Delivered by 31/12/22

Achieved

The Agency strategic document ' A compelling vision for the target railway system' has been discussed with DG MOVE and Shift2Rail / Europe's Rail. The document was updated and published in July 2022.

Added value to EU Citizens

The EU railway system has an important role for citizens as an environmentally safe transport mode. It needs to transform in order to meet the policy objectives of modal shift, decarbonisation, and to take account of the emerging customer needs. This transformation requires innovation in governance, service offer and technology. The Agency in its role as System authority and as independent technical support of the EC, needs to reflect proactively on its long-term evolution. Such reflection should consider amongst other things the foreseen evolution and transformation of the EU railway system. The Agency's contribution to the System Pillar under the Joint Undertaking Europe's Rail is an unique opportunity to ex-change on and feed this reflection.

Research and Innovation (S)	
Indicator	Target
JU projects of interest for the Agency monitored	At least 20 % projects of interest for the Agency monitored

Achieved

Approximatively 45% of JU projects of interest have been monitored.

List of JU projects of interest for the Agency identified	100% of JU new projects analysed

Achieved

New projects from the 1st EU Rail call were analysed in July-August and communicated to the JU. The alanysis was communicated to EU Rail on 15th and 29th September 2022.

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

Achieved

DG MOVE was informed on the ERA comments on the draft EU-Rail MAWP (20/01/2022).

The Agency has communicated with EU Rail JU on the topic of the EU Rail Work Programme 2022-2024 – Update of the research need on bridge dynamics (letter sent on 28/02/2022 with a copy to DG MOVE). To support the call related to this topic, ERA Technical Note on work needed for closing TSI open point on bridge dynamics was published on the ERA website.

ERA written comments on the project proposals from the 1st Innovation Pillar call to be considered in the GAP phase were sent to EU Rail on 21/09/2022.

Added value to EU Citizens

The Agency, in its remit as technical regulator and authorising authority, assisted the European Commission and Europe's Rail JU in steering re-search and innovation in railways towards a consistent and evolutionary approach in view of keeping and attracting new customers.
In particular, the Agency strived to make sure that the main research and innovation streams respect and foster the EU-wide regulation and pro-cesses for ensuring harmonisation and fighting fragmentation, and that the EU regulatory processes is open to incorporate the significant out-comes of research and innovation projects, which prove efficient and effective in supporting technical harmonisation, market orientation and response to customers' needs.

Manage the evolution of TAF TSI	
Indicator	Target
Change requests included in TAF technical appendices, according to the CCM process	Q4 2022
Achieved Change Requests have been approved in the TAF CCM Board meeting on 30.11.2022 and documented in the "Accompanying Report Baseline 3.3.0 TAF TSI Catalogue". The Agency was asked to update the Technical Documents and publish as maintenance release on 15 December 2022.	
Monitoring of the TAF TSI implementation - progress report on Year -1	Q2 2022
Achieved The progress report for TAF implementation 2021 has been sent to DG MOVE and published on the ERA website (approval date 12/05/2022).	

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

Green agenda	
Indicator	Target
Annual topical report	Report published
Achieved The report on rail-port synergies has been drafter following the initial plan (benchmark of existing studies, survey on all European ports, bilateral exchange with a selected number of ports and stakeholders, conference organised as an input). The report was published in July 2022 as initially planned.	
Conference presenting the outcomes of the report	Conference organised on 22/06
Achieved The conference was organised in Le Havre in June 2022.	

Added value to EU Citizens

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

Manage the evolution of Telematics application for passengers (TAP TSI)	
Indicator	Target
Change requests included in TAP technical appendices, according to the CCM process	Q2 and Q4 2022
Achieved Two maintenance releases of the TAP TSI technical documents have been published on the ERA website. The releases carrying the release numbers 1.4.2 and 1.4.3.	
ERSAD database updated (including the requirements from the PRM TSI/TAP TSI revision WP)	Implementation until Q4 2023
Postponed Due to the ongoing process of the migration of ERA applications to the cloud, the operational deployment of the ERSAD database has been delayed. The project has been postponed therefore to 2023 through an SPD amendment.	
Monitoring of the TAP TSI implementation - progress report on Year -1	Q2 2022
Achieved The annual report about the implementation progress of the TAP TSI has been published on the ERA website.	
TAP TSI application guides revised	Implementation in Q2 2023
Postponed Due to the ongoing discussions about the revision of the TAP TSI technical documents the delivery has been postponed to 2023 through an SPD amendment.	
Added value to EU Citizens	
The primary objective of revising the TSIs is to implement the key policy priorities for sustainable and multimodal transport defined by the Com-mission. In addition, this service aims at reaching the optimal level of technical harmonisation, therefore removing technical barriers and enhanc-ing interoperability.	

TDG Coordination	
Indicator	Target
No. of meetings where ERA supports the EC in accordance with the AR art. 17.	15
Achieved The Agency promoted the coordination of rail and TDG EU acquis and contributed to the development of consistent development of RID, CSMs and TSIs.	
Added value to EU Citizens	
This service contributes to the safety of EU citizens, as well as the safety of the environment within the EU. Through involvement at high-level meetings, the Agency provides support to ensure multimodality is pursued. In addition, this service contributes to removing unnecessary barriers to the free and efficient railway operations of TDG carriage.	

Revision of SSC guides and procedures	
Indicator	Target
Proportion of problems detected during safety certification activities (including pre-engagement and notifications) for which solutions are proposed	95%

Achieved

The issues arising are covered by the Plenary Meetings, the Peer Review meetings, and the informal feedback from assessors. The issues are also covered by the issue log which seeks to highlight areas where the supporting Guides for SSC could be improved. For 2022 all identified issues were covered by one of the appropriate fora. PAD also takes into account information arising from other work streams e.g., NSA Monitoring these are added to the issue log as appropriate.

Proportion of problems related to safety certification activities (includ-ing pre-engagement and notifications) reported by stakeholders for which solutions are proposed	95%

Achieved

Two Peer Review Meetings were held throughout 2022 as planned. All issues raised by NSAs have been addressed; some are resolved, some others are ongoing based on exchanges between the NSAs.

Proportion of problems detected during safety certification activities (including pre-engagement and notifications) for which solutions are proposed	5 SSC plenary meetings

Achieved

5 SSC plenary meetings have been organised.

Contribution to EU Citizens

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

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

Achieved

6 reports have been provided to NSAs.

No. of reports delivered	At least 3

Achieved

3 audit reports have been delivered.

Contribution to EU Citizens

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

Follow-up audit – report on the state of implementation and application of EU legislation on railway safety and interoperability in Spain	
Indicator	Target
Review of documentation	December 2022

Achieved

The review started in December 2022 in view of preparing the on-site visit.

Contribution to EU Citizens

Ensure the adequate implementation of EU railway safety and interoperability legislation.

Develop Safety Culture	
Indicator	Target
ERA-SCS Follow up activities - Analysis of 2021 survey results	First report drafted and available for internal use only

Achieved

First report drafted and available for internal use.

ERA-SCS Follow up activities - Define and implement actions for further data collection	Action plan defined and first actions started

Partly achieved

The action plan was not finalised in 2022. However, much work had been carried out, as contacts have been established with several railway organisations in order to enrich the ERA-SCS database. In addition, discussions with research bodies have been ongoing to initiate a study aiming at formulating recommendations to be included in the report on the development of a safety culture ("2024 report").

Develop the ERA-SCS as a Service	1 new service available

Achieved

ERA-SCS has already been contracted as a chargeable service for two beneficiaries in 2022.

Organisational Just Culture: training module	Training module finalised and tested

Achieved

The training module was tested and finalised. The training material will be enriched with the use of the Moodle platform and the support of e-Mentor.

Series of guides on safety culture	1 scientific paper on ERA-SCM

Achieved

Paper published as a chapter of the book 'Policy Messages for Planning and Implementing High-Speed Rail in Asia' edited by the Asian Development Bank Institute.

Series of guides on safety culture	1 new guide

Not achieved

The guide was drafted in 2021. However, the need for such a guide has evolved in 2022, as expressed during the Task Force on safety culture oversight meetings. More useful tools to support the NSAs are being discussed within the Task Force.

Set up process for "regulatory oversight @ERA"	Methodology developed and accepted/(implemented)

Achieved

The methodology was developed and tested in the context of the pilot peer reviews. It is delivered during training sessions.

Develop Safety Culture	
Indicator	**Target**
Safety Culture Peer Review Service (including support for Twinning II)	Methodology developed and tested
Achieved Methodology was developed and tested during the peer reviews conducted with three railway organisations.	
Collecting feedback on safety regulatory oversight by NSAs	TF set up (to develop future guide)
Achieved The task force has been created and three meetings have already taken place.	

Contribution to EU Citizens

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

Sustainable Safety Management	
Indicator	**Target**
Guidance on SMS (incl. SMS app)	Updated, taking into account feedback from SSC activities
Not achieved No specific/urgent need for modification of SMS guidance was identified.	
Cooperations of assessment (RA) and certification bodies (ECM)	Agreed number of technical and cooperation meetings organised
Achieved All planned meetings have been organised.	
Development of TDG risk management platform	Platform for collaborative development set up
Achieved The development of RMP progressed as planned. Results of the development were demonstrated at the TDG dedicated webinar of 13/10.	
EUDG	2 meetings organised
Achieved The following meetings were organised: • Plenary meetings EUDG #10 (11, 12, 13/01/2022), EUDG #11 (28/06/2022), EUDG #12 (18, 19, 20/10/2022) • TDG EUGD SG on RMP development (12/01/2022, 23/03/2022, 28/06/2022, 19/10/2022) • Coordination with third party stakeholder (SysCo) regarding the development and use of the TDG RMP public interface. In addition, a webinar to promote the TDG risk management framework was organised on 13/10.	
Risk analysis and safe integration: training module(s)/ workshop(s)	Developed and tested
Achieved A risk management training module was developed and delivered/tested on two occasions: • IPA Risk Management Training (31/05 – 02/06/2022) • EUMedRail Risk Management Training (12 – 13/09/2022)	

Sustainable Safety Management	
Indicator	**Target**
Training on ECM regulation for certification bodies	Training developed and tested
Partly achieved A first training framework was proposed and will be further discussed.	
Feedback application of ECM Regulation Art.4	Draft report
Achieved An internal status report was drafted, while acknowledging that the use of SAIT by ECM is rather limited for the moment and not fit to feed a full report.	

Added value to EU Citizens

The project aims at supporting operators (i.e. RU, IM, ECM) and authorities (incl. Certification bodies) to understand and accept their responsibili-ties under the Railway Safety Directive, with the implementation of a living SMS as the corner-stone for controlling the risk of railway operations. For the TDG workstream, the particular aim is to create a level playing field for assessing risk between all land transport modes.

Learning from safety performance	
Indicator	**Target**
Investigating ECM: NIB guide or training module/ workshop (to be agreed with NIB network)	Guide/workshop developed and tested
Achieved The NIB Network chose for the development of a guide on how to investigate ECM activities. This guidance has been prepared by a Task Force (TF) composed of representatives of the NIB network and with support from ERA. The draft document will be further reviewed and approved by the NIBs, via the TaskForce.	
Technical expertise in support of NIB TF	Participation in NIB TF meetings
Achieved The participation was ensured as planned.	
When requested, bilateral feedback provided to number of NIB (possi-bly to be combined with NIB peer review)	If requested, from 1 to a maximum of 5 feedback delivered per year.
Achieved Feedback was first requested by one NIB (19/05) on a selection of their investigation reports. Using this as a pilot case to explore the best ways of providing this feedback, a physical meeting was organised on 25/08 and on request a draft report was provided on 31/10. Learning from this experience at the October NIB Network meeting, other three NSAs requested for feedback. This will be provided in Q1 2023	

Contribution to EU Citizens

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

Common Safety Methods on Assessment of Safety Level and Safety Performance	
Indicator	Target
Implementation of the CSM ASLP	Organise GOA/JNS meeting (as integrated in the GoA/JNS sub-group)

Achieved

GoA/JNS meetings have been delivered as planned, taking into account the full integration of the JNS processes as a sub-group of the Group of Analysts.

Implementation of the CSM ASLP	Chair of GoA meetings limited to the resourced activities

Achieved

Meetings of the GoA were organised as planned, within the limit of allocated resources.

Guides on occurrence report and on self-assessment of safety perfor-mance	Task Forces set up and activities tarted, subject to a separate budget request

Partly achieved

For the guide on occurrence reporting, the planning of discussion is challenging and the full publication of this guide shall be rescheduled to June 2023. A milestone report was issued at the end of 2022 and will be finalised in 2023 once the CSM ASLP will have been adopted, and a consistency checking has been made. The guide on self-estimation of safety performance has not yet started and therefore was not issued in 2022 due to lack of interest/resource of GoA members, in agreement with the GoA Steering Committee.

ISS development	Started, subject to a separate budget request

Achieved

A milestone report on the ISS business description has been issued. It covers the description of the future ISS workflows from the user perspective. It will serve as a reference for the ICT developments.

Recommendation on Appendix D	Subject to a separate budget request, ISS high level technical descrip-tion, including roles and responsibilities for use and maintenance, functioning of the Common Digital Interface

Not achieved

This target cannot be implemented as it is dependent from ISS ICT developments and as no budget was allocated to ICT developments.
This target is also dependent from the adoption of the first CSM ALSP version as it is intended to supplement this new Regulation.
These are the reasons why the initial recommendation on the CSM ASLP Regulation cannot be supplemented with this target recommendation.

Technical Opinion on SL and SP assessment	Initial technical reference for future Appendix C, subject to a separate budget request

Achieved

In 2022 the GoA members endorsed the proposal for the detailed assessment rules to be applied for the assessment of safety levels and safety performance of operators. ERA converted this proposal into a technical opinion to be considered for the implementation of such assessments before the CSM ASLP Regulation will be adopted by the European Commission.

Contribution to EU Citizens

The CSM ASLP provides assistance to the railway undertakings and infrastructure managers for improving their safety management and, in particular will ensure that they can achieve their business objectives in a continuously improved safe manner.

It will also support decision-making of Member States regarding the achievement of common safety targets referred to in Article 7 of Directive (EU) 2016/798, by providing evidence and information on the evolution of safety performance and safety levels at national and Union level.

Based on non-duplicated and interoperable collection of safety data, the CSM ASLP will implement a harmonised as-sessment of safety level, a harmonised assessment of safety performance and a well-structured process to help each railway operator, national safety authorities and the Agency to qualitatively and quantitatively learn about the causes of accident and incident occurrences and on their consequences in terms of victims and damages.

The CSM ASLP will allow the national safety authorities and the Agency to collect national and Union level data resulting in the delivery of meaningful harmonised information that are necessary for their respective risk-based decision-making.

Sustainable Safety Management	
Indicator	Target
ERA to attend as observer, at least remotely, to the meetings of NIB Peer Reviewed	Attend to, at least, 50% of NIBs Peer Review meetings

Achieved

The peer review programme for 2022 included three NIBs to be reviewed. All three planned peer review on-site visits have been carried out and observed by the Agency's representative. All three NIB state reports have been drafted and sent to the NIB being reviewed and to the Agency for comments. State reports were finalised beginning of 2023.

Contribution to EU Citizens

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

Integrate Human and Organisational Factors	
Indicator	Target
Integrating HOF in RA toolkit	Piloted

Achieved

The Toolkit was developed and tested by several members of the Task Force. Feedback was integrated and a final version will be published in April 2023.

Guidance and training material	Developed

Achieved

The guidance on HOF in change management toolkit was prepared.

Raise awareness on HOF (myth busting, HOF essentials, etc.)	Content delivered as agreed in communication plan

Achieved

HOF essentials produced in EN; HOF webinar 16th June 2022 "From Busting Myths to Practical Tools"; RAILHOF digital platform launched 16th October 2022 (collaborative project with UIC); Two Automation Myth Busting papers published (April and November); HOF Presentations throughout the year; HOF conference "Managing workload and fatigue" 6-7 December 2022.

Additional HOF training modules (e.g. HOF for regulators)	Developed

Achieved

Next to ad hoc training on demand (e.g; EUMedrail on 7-10 March, 1-2 June, and 12-13 September), specific training modules were prepared for a dedicated HOF in change management toolkit e-learning training.

Innovative and interactive workshop which will propose a gamification of the technical content to enhance direct learning	Prepared

Partly achieved

An interactive game on investigating SMS, which includes a HOF element, was developed and tested during a workshop at the IRSC conference in Seville in October 2022.

Contribution to EU Citizens

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

NA

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

Achieved

In 2022 a total of 17 impact assessments were completed, 16 of which were annexed to an Opinion or Recommendation, covering each Agency REC/OPI. There was also 1 additional assessment for a JNS procedure.

Contribution to EU Citizens

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

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

Achieved

One ex-post evaluation report was delivered in May 2022.

Contribution to EU Citizens

Ex-post assessments on existing legislation and policy initiatives determine whether these are working as intended and whether there are issues to be addressed in order to facilitate improvements. The delivered reports have enhanced knowledge on specific pieces of EU legislation that will contribute to introduce improvements for the railway sector (e.g. in the case of vehicle authorisations under the 4th Railway Package).

Statutory reporting on railway system	
Indicator	Target
Annual assessment report on achievements of CSTs	31/03/2022

Achieved

The report on the annual assessment of achievements of safety targets (Article 7 of the Railway Safety Directive) was submitted to DG MOVE and published on the Agency's website on 24/3/2022. The Agency carried out this assessment by applying the Common Safety Method for assessment of achievement of safety targets, as set out in the Commission Decision 2009/460/EC.

Report on Safety and Interoperability	Available by end of Q2

Achieved

Report should be published every 2nd year according to Agency Regulation (Article 35(4)). The last report was published on 10/06/2022 on the Agency's website. A webinar was organised and held on the 24th of June 2022, presenting key findings from the report as well as emphasising the importance of data sharing.

Added value to EU Citizens

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

Data and information analysis	
Indicator	Target
Internal and external survey requests delivered on time	Requests supported in line with the Agency Survey Framework

Achieved

All requests for internal and external survey have been tackled and support was provided in line with the Agency Survey Framework.

Contribution to EU Citizens

The ERA SCS analytical reports gave railway organisations a powerful instrument to assess their internal safety perceptions and define actions for improvement, contributing to an increasingly safe European railway system.

Women in transport	
Indicator	Target
Publication of theses/dissertations and possibly traineeship at ERA	100%

Not achieved

This specific indicator had unfortunately to be paused due to missing resources, while the Agency continued to pay attention to the WiT-related initiatives.

Added value to EU Citizens

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

Impact assessments	
Indicator	Target
Building and managing the Academy, promotion of the Academy, nam-ing and design	Developed and implemented as planned

Partly achieved

In 2022, the ERA Academy project has been further developed through the refining of its vision, ensuring coherence, collecting the Agency's needs, preparing main workflows and tools, developing a logo, managing efficiently its resources, and ensuring good governance. However, the promotion of the Academy services will start in following years.

Building the Knowledge HUB: integration of the E-Learning environ-ment (Moodle), organising blended learning and classroom trainings, manage Library and Terminology. This includes the safety trainings port-folio.	Developed and implemented as planned

Partly achieved

The technical setup of the Knowledge HUB e-learning platform was accomplished within 2022 as planned and within budget. However, the organisation of classroom training and blended learning was delayed in 2022. The Academy designed a course scheme to start facilitating the trainings to answer the needs defined in the Competency Framework. However, the e-learning platform did not go live in 2022.

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

Achieved

The Academy team organised the Pool of Experts VA-training and facilitated the delivery of safety trainings as chargeable services under Art. 43 of the Agency Regulation. The Academy also efficiently coordinated the delivery of on-demand dissemination activities.

Delivering ERA events: conferences, webinars, workshops as defined in the yearly communication and dissemination plan agreed by the MB.	Events postponed/delayed from 2021 delivered and pre-work for other events done.

Achieved

The Academy successfully delivered all events, as planned in the Communication and Dissemination Plan. One of the highlights of 2022 was the ERTMS conference, which gathered many participants in Valenciennes. Another successful event was the multimodal freight conference in Le Havre. The Academy also managed the ERA participation at the Connecting Europe Days in Lyon and co-organised the 2-week summer school with the European Training Centre for Railways (ETCR). In addition, the Agency co-organised the International Rail Safety Council in Sevilla and organized in December the HOF Conference and the Rail Cybersecurity Conference. Furthermore, Agency's webinars on a variety of topics were very well received by the sector and had a continuous interested audience.

Developing a training 'movement': an academic Network: Mapping of the Academic network and mapping/preparation of accreditation scheme for external partners, create LinkedIn presence/community	Contacts established

Achieved

The Agency has established contacts for future partnerships and synergies by exchanging with other EU institutions, by actively participating in the Skill Training Alliance for the Future European Rail System (railstaffer. eu), by presenting its vision at the IRU e-learning informal workgroup, seeking synergies with other transport modes, and finally by starting discussions with academic institutions offering railway education at Innotrans and using personal contacts. This is an ongoing process which creates interesting options for the future.

Strategic Statement 7

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

Impact assessments	
Indicator	Target
Contributing to the Competency Framework	Continued development

Achieved

The gap analysis exercise was finalised.

Contribution to EU Citizens

The Academy activities will undoubtedly make a difference to the European railway sector, by: contributing to reach a common understanding of European railway regulations and TSIs; improving railway safety by raising awareness; upskilling, and training railway staff, as such contributing to reaching the highest level of safety in Europe; contributing to the Women in Transport initiative; contributing to making European standards be-come a global reference, also promoting that harmonised terminology is used.

Coordination of international relations	
Indicator	Target
Collaboration with OSJD	Ensured as far as is possible, taking into account the EU approach to the situation in Ukraine

Achieved

Given the aggression by the Russian Federation in Ukraine, The Agency put on hold its involvement in the meetings with OSJD until further communication. Prior to this, in the beginning of 2022, the cooperation was following the annual plans of the relevant workstreams. In January 2022, the 60th meeting of the ERA-OSJD Contact Group took place. In February 2022 a cooperation regarding location code data took place.

Collaboration with OTIF	Ensured

Achieved

ERA participated in all OTIF WG TECH Meetings and the CTE. The equivalence of OTIF and EU legislation is assured. There was no tripartite ERA-OTIF-MOVE Administrative Arrangements Management Meeting in 2022.

Support to EC in wider international engagement, including EU support to Ukraine	Ensured

Achieved

In 2022, there was a continuous monitoring of the situation in Ukraine. The Agency provided support to the European Commission in the joint EU efforts regarding connectivity with Ukraine (proactive and on request). The detailed overview and promotion of ERA international activities was presented during a webinar on November 10, which is accessible through the Agency's website. During the year, ERA experts attended a number of other international meetings, contributing with their expertise to EC and/or attending with the view of exchange of information and experiences.

Added value to EU Citizens

The Agency's cooperation with OSJD and OTIF on technical and operational matters supports EC policies and EU rail industry in the joint effort of increasing attractiveness and capacities for passenger and freight transport by rail. Furthermore, the Agency provides possible technical support to the European Commission in other areas of its broad international agenda. The EU transport policy aims at promoting greater development and stability in the neighbouring countries, enhancing connectivity with the neighbouring areas and towards Asia, and creating a level-playing field for international rail transport and the rail supply industry beyond EU borders. The Agency contributes to EU cooperation with Ukraine on resilience and development of rail links; the agency supports Ukraine and the people around the world by finding additional ways to increase the volume of transport of Ukrainian food products by rail.

Networks	
Indicator	**Target**
Networks - NIB cooperation	Organised
Achieved The 48th, 49th, and 50th NIB Network meetings have been organised and took place on February 12-13, May 18-19, and October 12-13 in 2022	
Networks - NRB management and coordination	Organised
Achieved The 39th, 40th, and 41st NRB Network meetings have been organised and took place on March 9th, June 7, and November 8-9.	
Networks - NSA Network	Organised
Achieved The 57th, 58th, 59th, 60th, and 61st meetings of the NSA network took place in March, May, September, and November 2022.	
Added value to EU Citizens	
The Networks project aims at facilitating and improving the collaboration and partnership among the Agency, the NSAs, the NIBs, and the NRBs. Various topics in the field of safety and interoperability, which are at stake also for EU Citizens are discussed during several meetings organised under the Networks project.	

EUMedRail	
Indicator	**Target**
EUMEDRAIL annual conference	1
Achieved The Agency organised a final conference to take stock on main achievements, challenges and lessons learned following the implemen-tation of the EuroMed Rail Safety and Interoperability project (EUMedRail). The event brought together Algeria, Egypt, Israel, Jordan, Lebanon, Morocco and Palestine [4] , the European Commission (DG NEAR, DG MOVE), the Union for the Mediterranean (UfM), the Inter-governmental Organisation for International Carriage by Rail (OTIF), the International Union of Railways (UIC) and the Franco-Moroccan Railway Institute of continuing education dedicated to railway professionals (IFF). In accordance with the objectives of the EUMedRail project's grant agreement, the Agency reported on the creation of a regional network composed of officials and experts, established in close cooperation with National Transport Coordinators and rail focal points. The technical assistance provided by the Agency enhanced knowledge and understanding of the EU and international railway legisla-tion and standards. The Agency dissemination and training activities supported the implementation of comparable principles and ap-proaches to safety management, regulation, and supervision – notably through the application of common safety methods. The Agency promoted the benefits of legal and technical interoperability, with remarkable progress concerning the deployment of the European Rail Traffic Management System (ERTMS).	
Dissemination of EU and international railway legislation and standards abroad (seminars, trainings, workshops, bilateral meetings, technical and study visits, etc.)	5 regional dissemination activities

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[4]   This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

EUMedRail	
Indicator	Target

Achieved

Building on the annual action plan endorsed by the steering committee of the project, the Agency delivered 5 regional dissemination and training activities on accident/incident investigation by national investigation bodies, the implementation and migration to ERTMS, the integration of human and organisational factors (HOF) into safety management systems (SMS), the application of risk-based approaches built on the common safety methods, and the supervision of safety management system application by national safety authorities.

On *accident/incident investigation*, the Agency promoted the updated guidance on safety recommendations published by the NIB network and enabled a European NIB to give an overview of its training scheme for investigators. On *ERTMS*, the Agency promoted successful European experiences, steps towards innovation, efficient and compliant deployment, as well as benefits of the upcoming CCS TSI revision. On the *integration of HOF* into safety management systems, the Agency tested various ERA Academy training modules and announced the creation of the RAIL HOF digital platform.

On the *application of common safety methods* (safety management system, risk assessment and evaluation, monitoring, supervision), the Agency not only promoted its existing tools and guidance, but it also supplemented them with targeted training materials on the failure mode, effects, and criticality analysis (FMECA), the establishment of Priority Risk Index (PRI), data collection and analysis methodologies, as well as fine-tuned documentation to develop and give effect to risk-based supervision plans.

Dissemination of EU and international railway legislation and standards abroad (seminars, trainings, workshops, bilateral meetings, technical and study visits, etc.)	5 national dissemination activities

Achieved

In 2022, the Agency addressed specific needs of countries through the organisation of more than 15 technical and coordination meetings. Those meetings included trainings, technical/study visits in EU Member States, thematic meetings on priority topics, follow-up meetings of Agency events, and bilateral meetings with the project team.

The bilateral assistance targeted 5 countries with operating networks. Main project activities focused on the delivery of online training seminars and follow-up working sessions on safety management systems to Algeria, Egypt and Tunisia. In addition, some specific activities directed at Israel and Morocco, combined both physical and online meetings, through a technical visit on the application of TSI on safety in railway tunnels, and the organisation of dissemination meetings on vehicle maintenance and ERTMS.

All other partner countries without operating networks (Jordan, Lebanon and Palestine ([5])) have systematically been invited to attend dissemination/training activities.

Training of officials/experts at ERA premises	3 officials/experts trained at ERA premises

Achieved

The Agency hosted 3 experts in its premises, for a period of 12 weeks, as part of the EUMedRail traineeship programme. The aim of the traineeship was to give an overview of the mission, strategic objectives and core tasks of the Agency, but also train and involve them on flagship programmes, projects and service activities of relevance.

In 2022, trainees from Egypt (ENR) and Morocco (ONCF) specifically worked on the analysis of common safety indicators, the reporting of accident/incident investigations, the integration of human and organisational factors into safety management systems, the assessment of safety management system documentation, the monitoring of tasks performed by national safety authorities, etc.

Support to the regional cooperation process (UfM)	1 contribution to the monitoring of the regional transport action plan 2021-2027 presentations / reports)

([5]) This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

EUMedRail	
Indicator	Target
Achieved The Agency supported the regional cooperation process, mainly through its project steering committees involving partner countries, the European Commission, the UfM, OTIF and UIC. In accordance with priorities and objectives of the RTAP 2021-2027, specifically on safety and interoperability, the Agency provided its inputs via information exchange and the preparation of the action plan for 2022, covering thematic work packages (safety management, institution building, international railway transport, etc.), operational objectives, actions and expected results as well as a proposed set of indicators. The Agency also participated the UfM Working Group Meetings on Transport Connectivity, upon the European Commission's request.	
Support the preparation of meetings between high-level EU officials and Euromed countries representatives	Drafting of briefings on the EUMedRail countries, as requested
Achieved Two briefing requests have been received and prepared accordingly in 2022.	
Contribution to EU Citizens	
The EUMedRail project promotes regional cooperation with the Southern Mediterranean partners in the framework of the European Neighbour-hood Policy. In particular, the project encourages the exchange of best practices in the field of interoperability and safety of the EU railway sys-tem and the promotion of the European Rail Traffic Management System (ERTMS). The exchange of information between the Agency and the ben-eficiaries supports shared vision of safety Management and railway operations.	

IPA and Western Balkans	
Indicator	Target
Analysis of the actual functioning of the national bodies - satisfied re-quests	100%
No assessment possible During 2022, no formal analysis of functioning of national bodies was made. This is related to several circumstances: – The first half of 2022 was partly influenced by the emerging pandemic; several of the West Balkan countries had high numbers of SARS Cov-19 cases and missions travel was subsequently restricted – As ERA has not received any request from IPA project beneficiaries to undergo such a formal analysis; project resources were deployed to other activities instead – An informal visit to Kosovo (⁶) in April 2022 has shown strengths and weaknesses of Kosovo's (⁷) railway system and its governing bodies. However, no formal report was developed.	
Assistance in take-over / implementation of TSIs into national legal framework - satisfied requests	100%
No assessment possible During 2022, no formal request was received	
E-learning	Deployed
Achieved E-learning was deployed.	
IPA Project management - Interim reports to EC	Issued
Achieved Two reports were accepted by DG NEAR.	

(⁶) This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence".
(⁷) Ibid.

IPA and Western Balkans	
Indicator	**Target**
IPA Project management - Project documentation	Issued
Achieved All reports were sent to DG NEAR.	
Training Course on Railway Interoperability	1 delivered
Achieved 40 experts from West Balkans, Turkey, Denmark and Romania met in Novi Sad, Serbia in order to follow ERA's Interoperability Training from 13 to 15 December 2022.	
Training courses on NSAs and NIBs tasks	1 delivered
Achieved The Training courses on NSAs and NIBs tasks was delivered in Ankara from 28 to 30 June 2022.	
Verification of conformity of legislation implementing relevant EU rail acquis - satisfied requests	100%
No assessment possible During 2022 no request has been received.	
Technical support for analysis of national rules - Satisfied requests	100%
No assessment possible During 2022 no request has been received.	
Training Course on Railway ERTMS	1 delivered
Not achieved The Agency had to cancel the ERTMS Training in Pristina originally planned from 08 – 10 November and could not reschedule it in 2022.	
Trainees	Hosted
Achieved One trainee from Turkey was hosted in 2022.	
Participation of IPA professionals to NSA Monitoring and NIB peer-review - No. of reps invited	7 representatives invited
Achieved 6 experts from Bosnia and Herzegovina, Serbia and Turkey participated in the NSA Monitoring and NIB Peer Reviews. It was however not possible to invite a 7th representative, as activities slowly regained speed after lockdowns at the beginning of 2022.	
Participation of reps to networks and plenaries - No. of reps invited	7 representatives invited
Achieved 7 experts have been invited to ERA networks and plenaries.	

Added value to EU Citizens

When the EU candidate countries will join the Union, they will have already implemented the framework and the EU acquis. This will allow EU citizens to use rail as environmentally friendly and safe mode of transport and transport their goods from/to South-Eastern Europe, as rail freight corridors are today connecting the Western Balkans with the EU. In a long run the IPA and Western Balkan Project will support the implementa-tion of the Interoperability Directive and the Safety Directive among the project beneficiaries. This will provide the base for a market opening of rail services and seamless train rides from and to this neighbouring region.

Online corporate communication	
Indicator	Target
LinkedIn number of followers	10% increase compared with 2021 numbers

Achieved

There has been a 26.2% followers increase in 2022, compared to 2021.

Twitter number of followers	10% increase compared with 2021 numbers

Achieved

There has been a 14.3% followers increase in 2022 compared to 2021.

Creation of original content for social media	At least 15 posts per month

Achieved

224 original Tweets and 91 LinkedIn posts have been published in 2022 (315 posts, average: 26/month).

Retweet numbers	At least 12 retweets per month

Achieved

There have been 720 retweets in 2022 (average 60/month).

Participation in DG DIGIT meetings and workshops on website develop-ment / management	Attended

Achieved

There have been dozens of online (one physical) meetings/workshops throughout 2022 to work on the website revamping / technical upgrade. All of them have been attended by ERA.

Upgrading & re-designing of the website	Online by end of Q4 2022

Achieved

The launch of the upgraded & re-designed website has been performed on 30 November 2022.

Contribution to EU Citizens

The ERA website is a showcase of the Agency as much as a tool that facilitates to bring the knowledge of our Stakehold-ers to the next level. Being the European railway authority, it is essential to improve continuously the usability of the website, for the railway sector, and for European citi-zens.

Communication services	
Indicator	Target
Creating and implementing communication campaigns aiming at explain-ing ERA's mission, activities and added value	2 Communication Campaigns

Achieved

In 2022, two communication campaigns were implemented:

1. *Let us introduce* allowing the Agency to present major events organised by ERA (e.g., ERTMS Conference 2022, Cross-border rail Press Briefing, ERA-EASA Memorandum of Cooperation, CAAR 2022, HOF Conference, 100th SSC, etc.)

2. *Numbers talk*, an initiative to highlight the vital positive impact of rail, supported by concrete figures. An infographic was creat-ed with the help of designers from Publications Office and disseminated during our events, public presentations, as well as on our website.

Communication services	
Indicator	Target
Creating communication products (publications, videos, multimedia con-tent) 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 • 5 videos • 5 GIFs

Achieved

In 2022, more than 40 videos were prepared, including for promotions, training, and conferences. In addition, at least 5 GIFs have been created to promote ERA events. Finally, many publications for external and internal use were created, such as the publication of the Cross-border rail report, TAF TAP TASI Bulletin, Report on Railway Safety and Interoperability in the EU 2022, SPD 2023-2025, HOF essentials, Safety Workbook, and the Infographic reflecting the main ERA achievements, as detailed in the CAAR.

Indicator	Target
Strengthening and keeping the consistence of ERA corporate design	Updating the Visual Identity Guidelines

Achieved

Updated templates have been provided in the course of 2022, reflecting the newly adopted Mission of the Agency. In addition, much work has been dedicated to preparing a new PowerPoint template following the visual identity guideline.

Indicator	Target
Strengthening and keeping the consistence of ERA corporate design	2 internal trainings delivered to ERA Staff

Partly achieved

One internal training has been delivered in 2022 and additional ones are scheduled for 2023.

Added value to EU Citizens

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

Collaboration with European and international standardization organizations	
Indicator	Target
Assessment of the new standard version to be referred to in TSIs	July 22

Achieved

Assessment completed by July 2022 and results incorporated in TSI revision 2022.

Indicator	Target
Annual RASCOP meeting	Attended

Achieved

The annual RASCOP meeting has been attended.

Added value to EU Citizens

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

Integrated Management System	
Indicator	**Target**
ISO 9001 certification	ISO 9001 certification

Not achieved

The Agency has chosen to withdraw from the ISO 9001 certification for resource constraints reasons and decided to focus on the implementation of the Internal control Framework instead as it is considered a better tailored reference system for the specificities of the Agency.

Number of simplified (LEAN-ed) ERA processes	Min. 2

Not achieved

In 2022 the Management Board has revised the internal control arrangements on which ERA processes are based by moving from an integrated management system based on ISO 9001: 2015 quality requirements and Internal control framework (ICF) to a single reference system based only on ICF. The resource dedicated to this service in 2022 was redeployed to NSA Monitoring and SSC tasks in the second half of 2022. Starting 2023, this activity has been reshaped and included in the scope of the Strengthening Action Plan 2023-2027, which includes a component dedicated to process leaning, as part of the Agency's 'Internal Management and Control System'.

Rate of closing pre-2022 audits findings (registered in Action Tracking System)	75%

Partly achieved

Out of 3 open observations from the CoA Audits on the Annual Accounts two were closed by the CoA. The Agency reported as implemented the third one.

For the 6 IAS audit recommendations stemming from previous audit reports with an original deadline before or by 31/12/2022, the Agency has continued with the implementation of the various measures, taking into account the complexity and the challenges linked to an evolving IT landscape, with a view to gradually closing these actions starting 2023.

Added value to EU Citizens

The integrated management and control at Agency level give reassurance to the management, the discharge authority and to the EU citizens that the Agency's resources are deployed in a regular, effective and efficient manner, to deliver the best for its stakeholders out of a limited pool of resources.
The Agency is refocusing its internal management system fully on the EC Internal Control Framework and has dropped the ISO certification.

Supporting EB and MB meetings	
Indicator	**Target**
Supporting EB and MB meetings	% of mandatory decision topics for 2022 covered by the EB/MB meet-ings

Achieved

All yearly documents were adopted.

Added value to EU Citizens

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

Strategic Statement 8

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

Organisational strategic programming, monitoring and reporting	
Indicator	Target
Strategies identified, steered and monitored	3

Achieved

ICT, HR and environment strategies have been developed and endorsed. The environment strategy is also part of the SPD as per the guidelines. In the framework of the WiT strategy a gender audit was organised, and the preliminary findings were shared with the Management Board. The progress with the implementation of the better together @ERA initiative has been monitored and regularly shared with the Executive Board and Management Board.

CAAR 2021	Adopted by MB

Achieved

The CAAR2021 has been adopted by the Management Board at the MB meeting of 21/06/2022.

SPD 2022 monitoring Dashboard	Delivered to MT/EB/MB

Achieved

The MB dashboards were presented at every EB and MB meeting.

SPD 2023	Adopted by MB

Achieved

The SPD 2023 was adopted by the Management Board in the November MB meeting.

SPD 2024	Workshop organised and first SPD 2024 draft issued

Achieved

The SPD 2024 MB workshop was organised on 22/06/2022. The report was shared with the Management Board members and the input was used for preparing the SPD 2024 draft, en-dorsed in the November MB meeting.

Strengthening plan	Action plan 2023-2027 endorsed by the MB

Achieved

The strengthening action plan 2023 -2027 was endorsed by the Management Board in the November MB meeting.

External audits (ECA) and IAS audits	Coordination of internal inputs ensured

Achieved

The service ensured:
– Coordinated and timely input to the IAS report and the action plan addressing the recommendations for the audit on strategic planning, budgeting and monitoring;
– Timely input to the IAS annual plan;
– Regular reporting to IAS on the state of play of the open recommendations for the IT-related audit, including the justification in case of partly implemented actions / delayed actions, based on the input collected from the implementing units in the Agency;
– Timely input to ECA requests for the 2021 Annual Audit Report on the Accounts and for ECA mission 1 for 2022;
– Regular update on the ECA findings and IAS recommendations to the MB and EB.

Effective budget planning, monitoring and reporting	Budget 2023 request encoded in BadgBudg

Achieved

The BadgBudg submission was uploaded on time.

Effective budget planning, monitoring and reporting	100% of budget transfers approved in line with ERA financial regulation provisions

Achieved

All budget transfers have been implemented in line with the provision of art. 26 of the ERA financial regulation. In this respect a Management Board decision has been issued for the budget transfers between titles exceeding the 10% threshold.

Organisational strategic programming, monitoring and reporting	
Indicator	Target
Effective budget planning, monitoring and reporting	≥98% of appropriations committed

Achieved

99,95% of VOBU (voted budget) 2022 appropriations committed.

Effective budget planning, monitoring and reporting	≤10% of carry-over of payment appropriations for T1

Achieved

0,78% of carry-over of payment appropriations for T1.

Effective budget planning, monitoring and reporting	≤20% of carry-over of payment appropriations for T2

Achieved

16,79% of carry-over of payment appropriations for T2

Effective budget planning, monitoring and reporting	≤30% of carry-over of payment appropriations for T3

Achieved

27,77% of carry-over of payment appropriations for T3

Effective budget planning, monitoring and reporting	≥95% of execution of C8 payment appropriations

Achieved

97,69% of execution of C8 payment appropriations

Effective budget planning, monitoring and reporting	≥95% of payments made by contractual deadline

Not achieved

64.46% of payments have been made by contractual deadline.
This rate is explained by the novelty of the financial system introduced at the beginning of 2022, considering that the Agency has piloted in 2022 the introduction of SUMMA, as one of the 3 pilot EU Agencies. This was impacted by specific refinements in the tool on the go, to-gether with the inevitable learning curve of all financial actors involved, who did not have the full speed in initiating and approving the payments. Such indicator is likely to evolve with the increased knowledge and adaptation to the use of the new financial tool, as well as to-gether with the stability of its functionalities.

Effective budget planning, monitoring and reporting	At least 4 budget reviews

Achieved

8 budget review meetings took place in 2022 at the level of the Agency's Management Team and a close follow-up of the budget implementation and budget monitoring actions has been ensured.

Financial verification_% of transactions subjected to central financial verification in line with workflows defined	100%

Achieved

According to the SUMMA workflows all transactions undergo an ex-ante verification irrespective of their value. For the Fees & Charges related transactions the verification was ensured by PAD Unit with the respect of the split of tasks between initiation and verification.

Added value to EU Citizens

The Single Programming Document and the Consolidated Annual Activity Report are key documents ensuring an efficient governance of the Agen-cy, in terms of planning, monitoring and reporting. They therefore reinforce the trans-parent and good management of the Agency's resources, ensuring best value for money for the Agency's activities. The Efficiency programme was an essential project to enhance the effectiveness, identify efficiency gains, and increase transparency within the Agency. Through this programme, which has been gradually integrated in the Strengthening Plan, the governance of the Agency is improved, es-pecially through an increased data-driven decision-making and improved monitoring system. This project therefore ensures that the Agency pro-vides high value for money activities and outputs for the railway sector and the EU citizens at large.

Monitoring the assessment of internal control	
Indicator	Target
% of Nonconformities for which corrective/preventive actions are es-tablished	100%

Achieved

In line with the provisions of PRO_NCM_001, preventive/corrective actions were recorded for each nonconformity on the 2022 Nonconformity register (ex-ante or ex-post).

Agency' most significant risks identified and assessed	Documented and reported in CAAR

Achieved

The register of Agency's risks was updated in 2022 and information on the process as well as the results of the risk assessment was documented in the 2021 CAAR.

Added value to EU Citizens

Effective internal control provides reasonable assurance of achieving effectiveness of Agency's operations. The collection and sharing of information on deviations (nonconformities) helps identify areas for improvement and re-design of processes and procedures where necessary. The nonconformities are 'used' as a source of information and learning, by triggering preventive/corrective actions.

The Agency's risk register increases transparency and assurance towards stakeholders by demonstrating that Agency's risks are managed in a systematic and pro-active manner; it increases management visibility and awareness of the risks that can have a significant impact on the Agency's objectives, including on the set of mitigating measures put in place.

Legal support	
Indicator	Target
% of legal acts issued by the Agency, as defined by the Agency regula-tion, for which legal advice was provided	100%

Achieved

Legal Office gave significant inputs on operational, human resources, procurement, and other matters. All requests have been addressed with comments/replies/advice.

Added value to EU Citizens

Legal support helps providing a guarantee that the rule of law is respected in all aspects of the functioning of the Agency. Legal gives advice and provides options respecting the rule of law to the decision makers. Legal is directed by the principles of sound financial management and propor-tionality in guiding the decision makers, which are of key importance for the EU citizens.

Accounting	
Indicator	Target
Accounting - Opinion in the CoA annual report on reliable Agency ac-counts	Positive

Achieved

Clean opinion was received from both external financial auditors and the European Court of Auditors on the agency's annual accounts.

Added value to EU Citizens

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

Media Relations and Crisis Communication	
Indicator	Target
Improve capability e.g. by early detection systems, a tool for reputation measuring/monitoring	100%

Achieved

The Agency uses two early detection systems:
1. EMM- NEWSBRIEF – a special tool set to deliver the latest news about the Agency
2. Google alerts – set to flag all news related to ERA and railway in general.

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

Achieved

No legal action nor written complaint is to be reported for 2022. There was no event affecting ERA from a crisis communications per-spective.

Improve capability: review corporate messaging, design a multiannual campaign, include videos, FWC with PR agency	Key messages defined, improved tools and procedures, FWC with PR Agency

Achieved

In 2022 the capability has increased by:
- External contractors helping to increase capability and thus visibility, creating relevant even in Brussels, press briefing;
- Creating a Media Guidance document for ERA use;
- Creating standard Press files for all the media interviews given by the Executive Director with Key messages defined;
- Promoting the major event on relevant trade media outlets.

Deliver effective media relations	Increased number of articles/features compared to 2021; all enquiries answered within deadline; etc (details see plan)

Achieved

In total, more than 60 articles were dedicated to or mentioned ERA, all focusing on Agency's central role as EU Authority for rail.
All enquiries received on SRMO, and other communication channels, including the email address of ERA Executive Director were answered within the deadline.

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

Achieved

In 2021 the media coverage for ERA's events was around one article per event. In 2022, there are more than three articles on average for each of the three major events organized by ERA.
All major events organized by ERA in 2022 were covered by international media, both trade media and general press outlets. Flagship events, e.g., ERTMS Conference, INNOTRANS 2022, Cybersecurity conference, Launch of the Cross-border rail study in Brussels, had press attending, and dedicated articles were published by outlets media, such as: Railway News, International Railway Journal, Rail tech, Global Railway Review. Rail Freight, and EurActiv.

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

Partly achieved

While the ERA staff involved in public events with potential impact on ERA's reputation have been informed and advised before the major events on how to best handle these events, how to answer questions, how to defend ERA's reputation, a dedicated training to all ERA staff was not organised in 2022. This will be considered for 2023.

Added value to EU Citizens

Press is of vital importance for building an institutional reputation and has a relevant role to play in case a crisis com-munication occurs. The add-ed value of this project can be considered from a triple perspective: for ERA (building ERA's reputation as a trustworthy and professional EU body and creating awareness amongst EU stakeholders and within the Brussels institutional area about the importance of our projects and activities); for the ERA Stakeholders (creating trust in our capability and capacity to deliver in accordance with SPD and other programmatic documents); for EU citizens (explaining our raison d'être, which in this case is moving Europe towards a safe and sustainable railway system without frontiers). In 2022 we have extended our media interest towards delivering our message in Brussels, where major media outlets are present and can cover our activities, thus leading to an increased awareness of our strategic role amongst EU citizens interested in EU institutions' activities and impact on their life.

Procurement Service	
Indicator	Target
No. of procurement procedures timely organised out of the total num-ber of procurement procedures planned in the annual procurement plan	90%

Achieved

The objective was achieved overall. It should be emphasized that what is fixed at the beginning of the year often needs to be adapted according to the evolution of these needs during the year. The procurement service must therefore demonstrate flexibility and adapt to the Agency's operational and functioning (building, IT, etc.) needs.

Added value to EU Citizens

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

Ethics service	
Indicator	Target
% of Agency's staff trained on antifraud and Ethics	at least 15%

Achieved

Four antifraud training courses and four ethics and integrity training courses took place in 2022.

22,1% of staff attended the training on antifraud, and 31,11% on ethics. For both courses, an average of 26,61% of staff have been trained.

% of annual declaration of interests (DoI) submitted by staff members	at least 90%

Partly achieved

Staff members are supposed to update annually the declaration of interests. 84,5% of all staff have submitted the annual declaration in 2022.

Added value to EU Citizens

This service enables to maintain the integrity of the decision making of the Agency and the credibility of the Agency's work (especially in the area of regulatory tasks) and to protect the Agency's reputation and its staff from malicious accusations. For the Agency to fulfil its mission of serving the common good and the public interest, the decision making must be guided by ethics standard. This requires explicitly that all staff are familiar with the values and rules concerning the application of ethics standards set at EU level, including via regular training. Avoiding conflict of interest or even the appearance of conflict of interest is an important driver for maintaining the Agency credibility and objectivity/impartiality/independence of the decision-making process.

Management, control, and support of ERA portfolio of projects and services	
Indicator	Target
Communication of SPD outputs for which risks cannot be mitigated within Agency's control	90% of project outputs that will not be fully achieved communicated to the Management team

Achieved

The information collected on a monthly basis from the Project/Service managers and owners is provided to the Management Team for analysis and decision. It also feeds a dedicated section of the SPD Dashboard presented to the EB and to the MB.

Monthly reports for Agency's projects and services	95% collected

Partly achieved

The Agency implemented in March 2022 a new IT tool (the Control Panel) which manages the projects and services from the Agency's portfolio. In 2022, the agency reached an average of 93% reports collected, mainly due to the fact that this new tool needed to be tested and improved throughout the year, and well understood by all users. Being close to the achievement of the target is in itself a success.

Management, control, and support of ERA portfolio of projects and services	
Indicator	Target
Projects at risk of not achieving SPD outputs identified, causes ana-lysed, mitigation measures proposed and implemented by the PM/SM, PO/SO	100% of mitigation measures proposed and implemented for projects at risk by the PM/SM, PO/SO

Achieved

For the projects at risks, a monthly note was provided to the Management Team, including proposed mitigating measures. This is subsequently monitored in the following monthly reviews.

Added value to EU Citizens

The added value for citizens is having a view on the portfolio management decisions, which in turn have a direct impact on the proper delivery of the Agency's work programme.

Interoperable data	
Indicator	Target
Linked data programme implementation towards a data-centric organi-sation (1)	Semantics are used in new projects. More controlled vocabularies are published

Achieved

As RINF system is being developed using semantics, the latest ERA Vocabulary released is v.2.6 which is extended to support the Route book use case and includes more managed taxonomies (using SKOS).

Linked data programme implementation towards a data-centric organi-sation (2)	Progress in the switch to data-centric organisation

Achieved

Data-centricity is the principle on which the project activities are based, we treat data as valuable and versatile asset instead of an expensive afterthought. In our project, we lay the framework for future instalments on Data-Centricity. Few examples of how progress has been achieved are:
– Continuous development of the Knowledge graph (KG), where data from RINF and ERATV are integrated. RINF data are now fully deployed in the KG.
– RINF search is a business application fully powered by the KG.
– Data available via data stories, independent from any application.

Plan for new RINF application to replace the old RINF is finalised	October 2022

Achieved

The plan was finalised as scheduled.

Timely management of RINF user support requests	90%

Achieved

Timely management of RINF user support requests was ensured with a rate of 96.77%.

Added value to EU Citizens

This project aims at bringing value to the Agency's data collection not only to the railway sector organisations but also to all EU citizens. We want to increase their value, and this will come as a product of the transformation of the digital assets following the FAIR principles: Findability, Acces-sibility, Interoperability and Reuse. In other words, we want to tackle the availability of high-value datasets, which is the key to the development of new services. The Agency inaugu-rated this new way of working by offering the Route Compatibility Check as an assistive tool for experts in the domain, however several use cases can follow by interested parties who can use the ERA KG, which so far comprises railway infrastructure and vehicle type data, as their data source.

Internal communication	
Indicator	Target
Evaluation survey	One survey per year

Achieved

In 2022, the evaluation was carried out through the Better Together project, which, through trying to establish a positive organisational culture at ERA, is of major importance to the internal communication lifecycle. The immediate first step was a recorded 'focus group session' ("Better Together Enabler Communication") organised on 20 May 2022 via Teams, where different communication topics were addressed. Special focus was on internal communication, the comments, and findings of which have been considered for the organisation of the General Assembly sessions during the year.

Actions based on survey results	100% of the top 20% ranked according to impacts

Achieved

To best channel the impact of the Better Together initiative into ERA1228, a dedicated 'focus group' has been organised on 20 May 2022, and an item on the General Assembly dedicated to the Better Together "enablers" (including communication) on 7 July 2022.

Added value to EU Citizens

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

Data protection Office	
Indicator	Target
Percentage of pieces of advice and consultation provided on time	100%

Achieved

The DPO's role is to provide advice on data protection issues to the controller and data subjects and thus ensure the provisions of Regulation 2018/1725 are respected. Also, to provide training when needed, two sessions have been organised in 2022.

Added value to EU Citizens

Ensuring data protection across the Agency provides the assurance to all EU citizens that the Agency manages its sensitive data in a very sensible manner following EU legislation in-force.

Better together at ERA	
Indicator	Target
Proposals for each enabler defined	Proposals for each enabler adopted

Achieved

The 32 measures have been adopted and the prioritisation has been made.

Proposals for each enabler implemented	Level of implementation of the proposals for each enabler as part of the change programme - 75% of the top 20 priority proposals imple-mented

Partly achieved

As part of the project plan, 32 measures have been identified and eventually, only 10 of them have been prioritised for 2022 following a vote from the staff. An additional item has been added to the agenda by the Executive Board. Due to the pressure on resources, the implementation of the measures has been delayed.

Better together at ERA	
Indicator	Target
Performing Participatory Gender Audit and preparing action plan	100%

Achieved

The gender audit report has been drafted following document review and several interviews with managers and staff. The report has been delivered to the management and presented to the EB and MB.

Added value to EU Citizens

This project will enhance the Agency's working environment and culture, which should strengthen its workforce to deliver high-quality outputs. The Agency aims to address the current gender imbalance, as identified in the discharge report from the European Parliament.

Revision of Document Management	
Indicator	Target
ARES system implemented for the management and processing of documents	By the end of Q4 2022

Not achieved

The Agency has prepared a draft "Filing plan "and associated "Retention list" and submitted them to the EC Secretariat General, which shall scrutinise them. At the end of 2022, this process was not completed but the Agency is expecting to deploy the ARES solution in 2023.

Added value to EU Citizens

To adopt a centralised system of records which would simplify ERA exchanges "business to business" and "business to customers".

ICT service	
Indicator	Target
ServiceDesk user satisfaction feedback "Very Good/Excellent" rate	70%
Achieved In 2022 the average "Excellent" users' satisfaction was 77%.	
Average yearly availability of the Critical IT systems	98%
Achieved The average 2022 availability score is 99,89%.	
Average yearly availability of the Essential IT systems	95%
Achieved The average 2022 availability score is 99,79%.	
Average yearly availability of the Necessary IT systems	93%
Achieved The average 2022 availability score is 98,85%.	

Added value to EU Citizens

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

FM service	
Indicator	Target
ServiceDesk users' satisfaction feedback "Very Good/Excellent" rate	70%
Achieved in 2022 the average "Excellent" users' satisfaction was 95%.	
Execution of evacuation exercise at the ERA HQ	At least 1 exercise per year
Achieved Two evacuation exercises were carried out in 2022 (07/09 and 24/11/2022).	

Added value to EU Citizens

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

HR service	
Indicator	Target
% implementation of the establishment plan	98%
Partly achieved The establishment plan (TA) was filled at 97.4% in 2022.	

HR service	
Indicator	Target
% of staff turnover	Lower or equal to 5%

Achieved

Staff turnover was at 2,63% in 2022.

Added value to EU Citizens

The HR service aims at soundly managing the human resources at the Agency by providing an excellent support to all ERA staff. It also manages recruitment campaigns to attract talents from across Europe, in order to ensure that the Agency attracts the most skilled professionals, who will deliver the Single European Railway Area.

New ERA building Phase 2	
Indicator	Target
Study – Phase 3: « Assistance lors de la désignation du maître d'œuvre et jusqu'en fin de phase APD »	Publication by VM of the formal procedure for the selection of archi-tects and analysis of maximum 4 projects submitted

Not achieved

In 2022, ERA sought clarifications on the procedure to be followed to have the project formally approved by the EU Budgetary Authority as Valenciennes Métropole was awaiting this approval of the project before the publication of the required procedure for the selection of architects (*Study - Phase 3 "Assistance lors de la désignation du maître d'oeuvre et jusqu'en fin de phase APD"*).

The ERA Legal service confirmed that the early information procedure under Article 266(2) of the Financial Regulation was to be followed. To this end, the main objective for the Agency was to draft the technical and financial dossier to be formally addressed to the EU Budgetary Authority for the approval of the New ERA building Project.

On the 31/10/2022, a letter was sent to the EU Budgetary Authority with the file as part of the early information procedure under Article 266(2) of the Financial Regulation. Consequently, the ERA project was presented on the 17/11/2022 to the European Parliament Committee of Budgets in Brussels, where it was noted that the file submitted by ERA was very comprehensive and clear. Following the exchange of views held in the meeting of the Committee of Budgets, some follow-up questions asked by Members during the discussion were sent to ERA. The file was also distributed to the members of the Council's Budget Committee in November 2022 for information only. At this stage, the early information procedure can be considered as closed. However this first step was not considered as enough by Valenciennes Métropole to launch the "Study-Phase 3". The Agency shall address the European Parliament to unblock the situation and give assurance to Valenciennes Métropole to proceed with the "Study-Phase 3".

Added value to EU Citizens

Secure professional office space for current and future Agency activities.

II. Management

Management Board

The Management Board (MB) continued to follow closely strategic initiatives developed in the Executive Board, and the impact of the Fourth Railway Package tasks on the Agency's work and organisation. Highlights in 2022 include:

- Appointment of 2 alternates for the Executive Board

- Adoption of the delegation of powers to the Executive Director for SPD non-substantial amendments

- Adoption of the indexation of the Fees and Charges

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

The Management Board met 5 times in 2022 and was assisted by the Executive Board (EB), in particular through the preparation of the decisions to be adopted and by ensuring an adequate follow-up to the findings and recommendations after investigations and internal/external audits. The Executive Board also supported and advised the Executive Director on the implementation of the Management Board decisions, with a view to reinforcing supervision of administrative and budgetary management.

In 2022, the Executive Board supervised the efforts of the Agency to cope with the budgetary issues and to improve the budget implementation, and to follow the Internal Audit Service recommendations and the Court of Auditor's observations. Together with the Management Board, the Executive Board ensured adequate follow-up to the findings and recommendations stemming from the various internal or external audit reports and evaluations, including by means of appropriate actions taken by the Executive Director. The Executive Board met 3 times in 2022.

The Agency's Management has, beside the Management Board meetings and Executive Board meetings, regular meetings with the Chair, the Vice-Chair of the Management Board, and the Vice-Chair of the Executive Board. As in previous years, an MB workshop was organised in June 2022 in order to start the preparation of the Single Programming Document 2024-2026.

A summary of the Management Board decisions in 2022 is provided below:

- **58th meeting – 19th January 2022**

  - DECISION n° 284 of the Management Board of the European Union Agency for Railways adopting the Statement of Estimates 2023 and the Establishment Plan 2023 and endorsing the Single Programming Document 2023
  - DECISION n° 285 of the Management Board of the European Union Agency for Railways endorsing the recommendations from the Fourth Railway Package Steering Group on the implementation of the Fourth Railway Package

- **Extra-ordinary meeting – 15 February 2022**

  - DECISION n° 287 of the Management Board of the European Union Agency for Railways endorsing the paper on strengthening the European Union Agency for Railways to meet the ambitions of EU rail policy

- **59th meeting – 16 March 2022**

  - DECISION n° 288 of the Management Board of the European Union Agency for Railways appointing an alternate of the Executive Board
  - DECISION n° 289 of the Management Board of the European Union Agency for Railways adopting the Delegation of powers to the Executive Director for non-substantial changes SPD
  - DECISION n° 290 of the Management Board of the European Union Agency for Railways amending annex 1 of MB Decision n° 195 adopting the amended Agency's Impact Assessment Methodology

- DECISION n° 291 of the Management Board of the European Union Agency for Railways updating the Terms of Reference of the Fourth Railway Package Steering Group

■ **60th meeting – 21 June 2022**

- DECISION n°292 of the Management Board of the European Union Agency for Railways appointing an alternate of the Executive Board
- DECISION n°293 of the Management Board of the European Union Agency for Railways adopting the Updated ICT Strategy 2022 - 2024
- DECISION n°294 of the Management Board of the European Union Agency for Railways adopting an Opinion on the Annual Accounts 2021
- DECISION n°295 of the Management Board of the European Union Agency for Railways adopting the Consolidated Annual Activity Report for 2021
- DECISION n°296 of the Management Board of the European Union Agency for Railways amending the Single Programming Document 2022

■ **61st meeting – 16 November 2022**

- DECISION n°304 of the Management Board of the European Union Agency for Railways appointing one member and two alternates in the Board of Appeal following two resignations and amending Decision n°196
- DECISION n°307 of the Management Board of the European Union Agency for Railways an administrative inquiry related to possible cases of harassment and discrimination [confidential]
- DECISION n°308 of the Management Board of the European Union Agency for Railways on the extension of the derogation from the application of Annex to the Decision n° 141 on the implementation of Telework and amending Decision n° 275
- DECISION n°309 of the Management Board of the European Union Agency for Railways authorising the Executive Director to request the European Commission's agreement on the opt-out of the application by analogy of Commission Decision C(2022) 1788 final of 24 March 2022 on working time and hybrid working
- DECISION n°310 of the Management Board of the European Union Agency for Railways adopting the Single Programming Document 2023
- DECISION n°311 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2023
- DECISION n°312 of the Management Board of the European Union Agency for Railways amending the Single Programming Document 2022 #2
- DECISION n°313 of the Management Board of the European Union Agency for Railways adopting the Statement of Estimates 2024 and the Establishment Plan 2024, and endorsing the Single Programming Document 2024-2026

In addition, the Management Board adopted by written procedure:

- DECISION n°286 of the Management Board of the European Union Agency for Railways establishing the criteria for nominating Board of Appeal members and appointing representatives for assessing the list of qualified candidates, and repealing MB DECISION n° 184
- DECISION n°297 of the Management Board of the European Union Agency for Railways laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings
- DECISION n°298 of the Management Board of the European Union Agency for Railways on the adoption by analogy of Commission Decision C(2021) 8179 laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union

- DECISION n°299 of the Management Board of the European Union Agency for Railways amending Decision n° 273 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2022
- DECISION n°300 of the Management Board of the European Union Agency for Railways adopting the ERA Internal Control Framework and repealing Decision n°191 of the Management Board of the European Union Agency for Railways adopting the revised ERA Management Standards
- DECISION n°301 of the Management Board of the European Union Agency for Railways establishing procedures for decision-making on business continuity, except in relation to authorisations, certificates, approvals and repealing decision n°276
- DECISION n°302 of the Management Board of the European Union Agency for Railways setting out a calculation method for the annual indexation of the amounts referred to in the Annex to Commission Implementing Regulation (EU) 2018/764 on the fees and charges payable to the European Union Agency for Railways and their conditions of payment
- DECISION n°303 of the Management Board of the European Union Agency for Railways on the adoption by analogy of Commission Decision C(2022) 1715 of 24.3.2022 on home leave for officials, temporary staff and contract staff serving in a third country and repealing Commission Decision C(2013) 9035 final of 16 December 2013.
- DECISION n°305 of the Management Board of the European Union Agency for Railways amending Decision n° 273 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2022
- DECISION n°306 of the Management Board of the European Union Agency for Railways adopting transfers of appropriations for budget 2022
- DECISION n°315 of the Management Board of the European Union Agency for Railways amending Decision n° 258 establishing procedures for decision-making by the Executive Director in relation to authorisations for placing vehicles on the market, single safety certificates, and ERTMS track-side approvals

It has to be noted that Decision n°314 (⁸), for which the process started in 2022 was eventually signed in 2023, which is why it was not included in the lists above.

Major Developments

2022 was the first year the Agency fully implemented the intervention logic, thanks to an outcome-based structure of its work programme. Indeed, 9 strategic statements were identified and have been designed by the impact the Agency strive to have on society. The application of the intervention logic in its work programme ensures that all activities and outputs support a thought through long-term goal.

In 2022, the Agency prepared a Strengthening Plan endorsed by the Management Board, which was followed by the Strengthening Action Plan, detailing how to improve efficiency, as well as the priority areas for 2023-2027 (⁹).

In addition, following two years marked by the COVID-19 pandemic, the Agency returned to a "normal" scenario, with the organisation of events which had been postponed, as well as the resumption of missions abroad and much needed in-person interactions with the sector. Of course, the Agency kept applying many innovations, which took place during the COVID-19 pandemic, such as the virtual General Assemblies, and a flexible teleworking regime.

2022 also fully operated also under the new hourly rate adopted in 2021. The Agency processed a record number of SSC, VA, and TA application. For instance, the Agency de-

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(⁸) https://www.era.europa.eu/content/decision-ndeg-314-management-board-european-union-agency-rail-ways-making-further-amendment
(⁹) More information available under II.6.

livered 40% more Vehicles Authorisations in 2022 compared to 2021. At the end of 2022, the Agency was close to deliver its 50,000-vehicle authorised, which will happen in 2023.

Furthermore, in 2022, important work packages were delivered for recommendations to the European Commission. Indeed, the 2022 TSI revision package were both delivered to the Commission by the end of the second quarter of the year.

The Agency developed innovative tools to improve its monitoring of the SPD implementation. A new platform was launched for monthly reporting purposes, which provides much added value to the Management to take essential decisions and mitigate potential risks. The Agency also enhanced its SPD dashboard through PowerBI and the establishment of automation. These initiatives cut red tape and provide transparent data to both the management and the Agency' staff.

Moreover, the Agency has also advanced significantly in its IT rollout, impacting many sections of the organisation. The Agency has moved to the cloud and adopted SYSPER II. It also rolled out a new website in November 2022, increasing its user-friendliness and overall capacity. Moreover, the Agency worked intensely to develop its eLearning platform: Moodle. This platform will ensure better learning environment for participants.

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

Budgetary and financial management

Revenues

The initially approved ERA budget was comprised of:

- the EU subsidy for € 26 278 423 (including assigned revenue for € 114 224)
- the EFTA contribution for € 656 721
- the contribution from Switzerland of € 10 000 as a fee for the use of OSS
- An amount of own revenues from fees and charges estimated for € 8 035 882.

The Agency requested a budget amendment for its Title 4 (reduce of envelope by € 997 070) due to lower-than-planned F&C revenues. Hence, the 2022 ERA amended budget was € 33 983 956.

In addition, the Agency received in 2022 IAR 2/2 (2022 C4) fund source assigned revenues" for an amount of € 10 383.41 coming from different sources:

- E.1100: € 421.60 received from reimbursement of missions;
- E.2010: € 4 659.22 received from Albingia for the reimbursement of the IT insurance for the obsolete IT products;
- E.2020: € 5 078.34 received from EDF for the compensation of the price increase of electricity;
- E.3110: € 224.25 received from Orange.

The Agency had "2021 IAR 2/2 (2022 C5) fund source assigned revenues" for an amount of € 80 937.15 coming from the carry-over of the 2021 C4 fund source assigned revenues in 2020:

- E.2100: € 58 554.75 relating to payment of undue invoices for which a credit note had been received after their payment;
- E.2410: € 58 received from the insurance company for damage to mobile phones;
- E.4300: € 22 334.40 received as reimbursement for non-delivered IT services .

From its fees and charges related activities, the Agency invoiced a total amount of € 7 569 269 in 2022, out of which € 6 636 318 was cashed in the same year. In addition, the out-standing amount of € 874 266 relating to recovery orders issued in 2021 was also cashed in 2022, bringing the total cashed amount for 2021 to € 7 510 584.

In the course of 2022, the Agency has also received from the EC a contribution of € 247 451 for the EUMEDRAIL project.

The table below provides an overview of the revenue received in 2022.

Revenue	Initial adopted budget	Amending budget	Grant, contribution & SL agreements (planned)	Actual revenues
EU subsidy	26 278 423	26 278 423	-	26 278 423
Fee income estimated	8 035 882	7 038 812	-	7 500 584*
Contribution from third countries (EEA/EFTA)	656 721	656 721	-	656 721
Contribution from Switzerland (OSS)	10 000	10 000	-	10 000
EUMEDRAIL subsidy				247 451
Miscellaneous revenue				10 560
TOTAL	**34 981 026**	**33 983 956**	**-**	**34 703 739**

* actually cashed by the end of 2022

Expenditure and financial KPIs

VOBU (¹⁰) 2022 (2022 C1) appropriations

The level of execution of the total commitment appropriations VOBU 2022 reached 99.95% of the appropriations. The level of execution per Title is as following:

T1: 100%

T2: 100%

T3: 99.60%

With regard to the execution of payment appropriations VOBU 2022, the Agency used 95.01% of the appropriations. The level of execution per Title is as following:

T1: 99.22%

T2: 83.21%

T3: 72.22%

VOBU 2021 (2022 C8) appropriations

Payment execution of VOBU 2021 appropriations reached 97.69% of the total amount of € 1 744 282 carried over from which € 40 317 were cancelled.

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

(¹⁰)   Voted budget, EU contribution

BUDGET EXECUTION 2018-2022
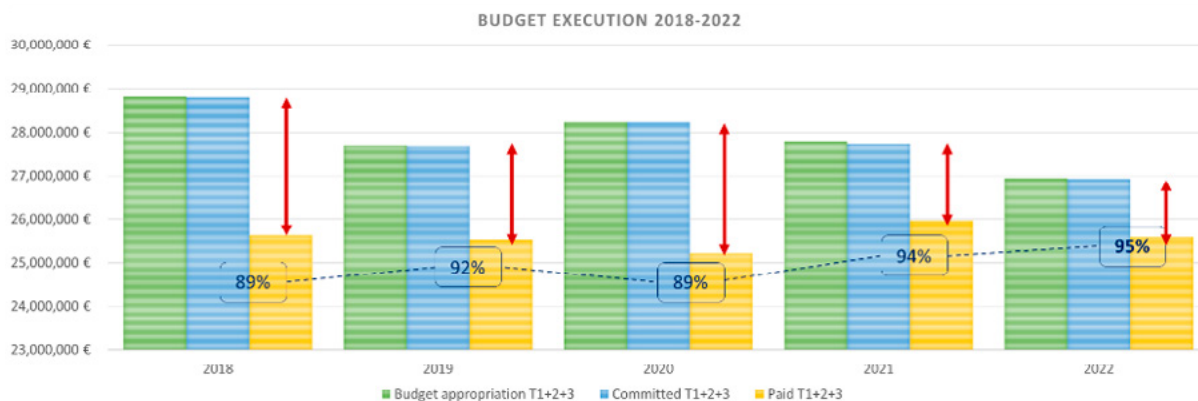
The budget execution strengthening actions implemented started in 2021 and continued in 2022 have had a clear impact, ensuring the achievement of all KPIs set for the 2022 budget execution as demonstrated above.

Budget transfers

The Agency referred to the provisions of the ERA Financial Regulation for implementing budget transfers during the year in order to make optimal and sound use of its available resources and cope with the extra need in Title 1.

VOBU2022	Initial adopted budget	Amending budgets	Transfers between titles	Final adopted budget	Internal assigned revenue	Total appropriations available
Title 1	21 160 500	-	806 214	21 966 714	422	21 967 136
Title 2	2 187 944	-	-325 506	1 862 438	9 738	1 872 176
Title 3	3 586 700	-	-480 708	3 105 992	224	3 106 216
TOTAL	**26 935 144**	**-**	**-**	**26 935 144**	**10 383**	**26 945 528**

The Management Board has adopted one budget transfer in line with the provisions of the ERA Financial Regulation (transfer between titles, above the 10% threshold) and have been regularly informed on all transfers approved by the Executive Director (within titles or between titles, but below the 10% threshold), with a clear indicator of the amounts and of the justification related to the business need.

Internal control of budget implementation

The Internal Control Framework (ICF) has been adopted in 2019 integrated with the ISO 9001:2015 quality requirements. Since 2022, the Agency is formally using only ICF as the minimum standards to develop internal controls. The objective is to develop controls tailor made to the risk environment.

The main impact on the budget implementation of year 2022 has been the global external factors such as the volatile geopolitical context and the energy crisis, which led to high volatility resulting in unpredictable increase of on Agency's costs; unforeseen adjustments of salary costs +4.4% but also on the other relevant budget items (ie. building related costs, other support and operational costs) which are also likely to weigh heavily on the Agency's budget on years to come. The Agency had to absorb the impact in a context where it is already operating under budget constraints and its budget is partially financed from fees and charges, level which remains inherently uncertain and is dependent on the macroeconomic environment.

The Agency has implemented strong measures to control its expenditure and adjusted the fees and charges level (i.e. hourly rate increased and regularly adjusted according to inflation rate). A regular monitoring process of the budget execution has been put in place with the purpose of achieving the targets, as well as for making any possible redeployments to cover the identified gaps. Planning and monitoring tools have been put in place to automatise the process. The Agency was able to achieve its targets in the implementation of the commitments and payments rates, while covering the salary gap linked to the extraordinary indexation, without the need for resorting to additional subsidy requests.

The Agency has adopted the Strengthening Action Plan 2023-2027, which is aimed at ensuring the right level of resources for addressing the policy priority areas, while generating efficiency gains across Agency's processes. This plan led to the allocation of 12 additional TAs starting 2023, while the subsidy of the Agency remained unchanged. The SAP includes, among others, specific measures to enhance the effectiveness and efficiency of the budget. The effort is to implement measures that will further improve the Agency's budget execution, while achieving the objectives of internal control. The Agency has decided to enforce the effective implementation of the internal control system by revising its operational /accountability structure (i.e. establishing a new unit, the Corporate Assurance and Performance Unit, responsible for supporting the Agency in achieving the internal control objectives).

The Agency has implemented a new IT corporate financial system (SUMMA), replacing the central budgetary and accounting system ABAC, and worked on integrating it into the overall financial processes. The Agency has been a pilot in implementing the system and faced inherent difficulties in the migration activities from ABAC to SUMMA and clarification of the roles and responsibilities. Ad-hoc support measures to SUMMA users have been put in place in parallel with maintaining a constant dialogue/cooperation with the European Commission (the owner of the tool) to tackle more difficult issues (see point II.11.3 Validation of the accounting system). Work has started on revising the financial manual with a focus on the financial circuits/workflows as well as roles and responsibilities in the financial transactions in view of properly documenting the SUMMA processes.

Delegation of the powers and deputising arrangements for budget implementation to agency's Staff

As Authorising Officer (AO) of the Agency, the Executive Director (ED) grants financial delegations to the Authorising Officers by Delegations (AOD) in line with the importance of decisions to be taken and risks involved. This means that Executive Director delegates his powers of AO to the Head of Units/Head of Department, based on the competencies of each unit. Each AOD has been delegated the budget lines linked to the expenditure of their area of activity (i.e. at the level of projects and/or services) with no defined ceilings on the budget lines The delegations have a duration of one year corresponding to the calendar year. There are no sub delegations.

 In order to receive AOD powers, the staff members must have acquired sufficient knowledge of financial management in particular expenditure life cycle and comply with the Charter of the Authorising Officer by delegation. Considering the changes in the computerised management tool designed to validate financial transactions (SUMMA), a specific type of training for SUMMA users is also considered for the future.

As soon as the delegations of powers has been approved, the AOD puts in place the operational structure to implement the budget. The AOD reports regularly to the AO on the implementation of the operations of which powers have been delegated to him/her. In 2022, additional controls/guidance have been put in place to bring more clarity to the financial circuits of each AOD and the roles of each financial actor involved in ex-ante controls of transactions. These controls have been formalised via ED decisions The delegations arrangements may be updated depending on the organisational/staff changes affecting the funded programme (i.e. project/service) and the budget line. In 2022 this exercise has

been performed at the end of the year in order to enable smooth transition to the new operational structure of the Agency (i.e. establishment of two units, OPD and MARS) and alignment with the new budget structure.

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

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

Human Resources Management

In the area of modernising HR the most important developments in 2022 include:

- Continuous development of a simplified competency framework not only focused on the competencies linked to the 4th RP activities, but covering competencies linked to horizontal job families; the framework will be used for inserting relevant competencies in calls for applications to be tested during selection procedures, performance management, career development, learning and development

- Implementation of the EC HR management system (System du Personnel – Sysper II) which in turn triggered an adaptation of related IMS documents and Data Protection records. A further exploration of other SYSPER II modules to be implemented is ongoing. Rights and entitlements centrally managed by PMO through the dedicated SLA; HR becoming the Single Point of Contact between staff and PMO and ensuring the Level 1 support for the use of SYSPER; Further continuous efforts to dematerialise HR processes.

The Agency is aligning the internal culture with the general objectives of improving efficiency/accountability and has implemented measures including the revision of Agency's mission and vision, together with the definition of internal values and behaviours expected from staff and management, as part of the ongoing Better Together project.

HR policies/procedures

Some further minor fine-tuning in the identification of roles and the re-assignment of roles / staff was carried out, thereby further enhancing the matrix organisation approach. This did not however bring changes to the establishment plan, nor to existing HR policies.

COVID-19 impact

Although the Covid pandemic was over its peak by the spring of 2022, the Agency continued to propagate the highest safety standards and best practices to limit the consequences of the pandemic on Agency's staff). The Agency ensured business continuity by establishing flexible working regimes and providing a reliable, secure, and efficient ICT environment. In 2022, the Management Board adopted the Decision 275, extending the derogation from the application of Annex to the Decision 141 on the implementation of telework.

Benchmarking exercise

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

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

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

In 2022 the Agency took the same approach as in 2021 with a new methodology based on the allocation of FTE on projects and services. The Agency is making constant efforts to increase the direct utilisation of its human resources and the proportion of staff allocated to Operational activities. The detailed table can be found in Annex V.3.

Strategy for efficiency gains

The Agency is committed to continuously improving its functioning, streamlining its processes, optimising the engagement of its staff, and allowing for the reallocation of resources to the most important priorities. In the course of 2021, the Agency worked quite intensively on efficiency gains. This work progressed until the end of 2021 and led to the drafting of the Strengthening Plan, finalised, and endorsed by the Management Board at the beginning of 2022. The purpose of the Strengthening Plan is to make the strongest possible case in order to strengthen the Agency with resources matching the level of ambition necessary for achieving the important EC policy objectives for rail, in an effective and efficient manner, and benefit from high levels of ambition and efficiency within ERA's structure and methods.

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

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

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

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

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

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

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

    d)   Ensure the overall projected FTE evolution by 2027

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

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

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

Internal Audit Service (IAS)

No audits engagements have been performed by IAS in 2022.

The Agency continued the implementation of audit recommendations stemming from the previous audits, in particular four very important recommendations and one important recommendation open from the 2019 Audit on Information management and Information security, which are partially implemented. The actions plans are set to be completed the latest beginning of 2024. The status is the following:

- Data governance framework (defining data management strategy, architecture, governance, framework for data and security policies) – expected date of completion: 30/06/2023

- Data interoperability and quality (common taxonomy/consistency checks between registers, automated controls on data collection) – expected date of completion: 31/12/2023

- Data and IT security (security plans for IT systems, review access right to IT systems) - expected date of completion: 31/12/2023

- IT continuity and physical security (developing failover and disaster recovery plan for IT systems managed by the Agency) – expected date of completion: 15/02/2024

- Data and IT operations (review IT incident management procedure & enhance monitoring of contracts signed with cloud providers) – expected date of completion: 31/03/2023

In parallel the Agency already implemented two open important recommendations from the 2021 Audit on Strategic planning, budgeting and monitoring this audit on improving:

- the use of timesheets in Microsoft project by strengthening the monitoring of staff work

- the project monitoring and the related resource allocation

The last open important recommendation from this audit on improving the documentation and implementation of the budgeting process is expected to be completed by 31/12/2023.

Internal Audit Capability (IAC) (where applicable)

N.a.

European Court of Auditors (ECA)

For the financial year 2021, the European Court of Auditors expressed the following opinions:

Opinion on the reliability of the accounts

In the Court's opinion, the accounts of the Agency for the year ended 31 December 2021 present fairly, in all material respects, the financial position of the Agency at 31 December 2021, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

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

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

In parallel, the CoA has closed one of the last three outstanding observations from the previous ECA reports **regarding improvement of monitoring on the number of internal users of IT services provided by the EC to charge the accurate costs**

The CoA has also acknowledged that the second observation **related to cost incurred by the Agency with double seat location** is out of the control of the Agency and is considered not applicable for the Agency. The Agency has anyway implemented measures to significantly reduced its operations costs as already reported in 2021 CAAR

The third and last observation **related to the improvement of controls for the SME status of applicants for the SSCs and VAs applications before granting them potential favourable conditions for payment of fees** has been implemented pending CoA review of the effectiveness.

The European Court of Auditors final report on the annual accounts of the European Union Agency for Railways for the financial year 2022 is not available yet.

Follow up of recommendations and action plans for audits and evaluation

As regards the financial year 2022, the European Court of Auditors made two desk reviews:

1. the first one took place from 14 November to 18 November 2022 in relation to the budget year 2021;

2. the second one took place from 13 February 2022 to 17 February 2022.

A comprehensive check was performed for the underlying transactions (expenditure and revenue), based on samples indicated by the Court, in line with its auditing methodology.

In the meantime, a financial audit on financial year 2022 was also performed by an external auditor (Baker Tilly) leading to no findings nor recommendations; Baker Tilly's opinion is that the provisional annual accounts of the Agency present fairly, in all material aspects, its financial position as at December 31, 2022.

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

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

The investigation opened by OLAF in October 2021 has been closed in 2022 without recommendations.

Follow-up of observations from the discharge authority

In May 2022, the European Parliament granted the discharge to the Agency for the financial year 2020 and approved the formal closure of the Agency's annual accounts (¹¹). The Agency has taken the following measures to reply to European Parliament observations included in the resolutions for the discharge, as follows:

- Implementation of measures to introduce effective controls to check SME status of applicants as requested by ECA by (1) making the information on the specific conditions for SMEs clearly visible to the applicants; (2) ensuring that a self-declaration is enabled for the applicants who declare themselves as SMEs; (3) ensuring that a workflow is in place to process the checks based on the evidence provided.

- Implementation of a very strict budget monitoring process in order to keep the level of cancelled appropriations to the lowest level possible; in 2021 the budget implementation was influenced by the challenges related to the Covid-19 crisis.

- Raising awareness to the Budget Authority regarding the budget challenges and the need to have it increased. In 2022, a Strengthening Plan has been approved by the Management Board, whose purpose is to make the strongest possible case in order to strengthen the Agency with resources matching the level of ambition necessary for achieving the important EC policy objectives for rail, in an effective and efficient manner. Based on the commitment from the Strengthening Plan, the 2023 establishment plan includes an increase of 12 posts (while 22 additional posts were originally requested in the Strengthening Plan), with the expectation that 6 out of them would be phased out by 2027. However, it should be noted that the allocation of posts was not accompanied by a corresponding subsidy allocation. Together with the extraordinary indexation of salaries and the general increase of prices for utilities, this puts additional constraints on the Agency's planning of work and resources. The Agency is making substantial efforts to recruit and use the additional FTE envelope to the highest extent possible under these constraints.

- Continue to implement the intervention logic approach to its strategic planning process which is a multi-annual outcome driven one. This has included: (1) focusing the Agency's work programme on the intervention logic and measuring not only outputs, but also proposing indicators to monitor the added value on the railway system (outcomes and impact); the latter are being added gradually to the SPD document itself and will entail a multi-annual framework for monitoring; (2) strengthening the performance dimension by implementing an SPD Dashboard, which is regularly shared with the Agency's Executive and Management Board in order to drive evidence-based governance of the Agency.

- Implementation of several measures to reduce the cost of operations in Lille (i.e. missions and travel expenses for staff and external stakeholders have been significantly reduced and this trend shall continue on mid-term). The Agency has not renewed the current lease contract for Lille premises. The intention of the Agency is to organise only the mandatory meetings in Lille in order to comply with the European Council decision on the double seat 'Lille-Valenciennes'.

- Stepping up efforts to improve the gender balance both at management board as well as Agency level; as result the ratio in the Management Board has improved in 2022 there are 28 (58%) men and 21 (42%) women. The gender ratio at the level of Agency's management is currently 78% men and 22% women (7 and 2, respectively). The ratio for the whole staff is currently 65% men and 35% women (125 and 67, respectively). The gender balance topic is enforced via a specific project ('Women in Transport'), designed to strengthen women's employment and equal opportunities in the transport sector at large, while including a dedicated

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(¹¹) To be noted that based on the budget cycle, the EP resolution issued in 2022 refers to the financial year 2020.

component for the Agency's staff. The measures analysed include, among others, the possibility to revise the recruitment process by adding the gender balance as one of the criteria to take into account (considering also the principles of equal opportunities and non-discrimination). The Agency has carried a gender audit in 2022 and identified areas that could be addressed to unlock further progress in streamlining gender balance at ERA. All actions identified will be delivered in close synergy with the newly developed HR strategy (2023-2027) in which diversity is an important part.

■ Approved its HR strategy (2023-2027), focussed on improving the effectiveness and efficiency of the Agency by attracting/retaining/ developing the most competent staff and by creating the conditions for staff to grow, thrive and deliver. The priorities tackle the issues raised by the European Parliament on work-life balance, lifelong guidance and career development, gender balance, teleworking, geographical balance. The Agency has already extended the application of teleworking measures to all staff. These measures shall become the 'new normal'. In parallel, the Agency is developing a competency framework focussed on the operational roles (to be extended to administrative/support roles).

■ The Agency also strives to ensure a geographical balance of its staff members. It encourages candidates from all Member States to apply for an Agency position. The temporary posts are published in all EU languages and the calls for application are not only published on the Agency website, but also disseminated at the level of Member States permanent representations.

■ Implemented the observation issued by the Court in the 2019 Audit on the Annual Accounts (see section II.7.3 of the report);

■ Strengthen the implementation of the internal control framework which represents the single reference for developing and implementing controls for achieving the internal control objectives included in the Financial Regulation. The methods for assessment of the internal control system follow the European Commission guidelines (DG BUDG);

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

■ Achieved a very high degree of digitalisation, eliminating paper-processes and bringing forward online solutions such as e-procurement, e-invoicing, electronic travel booking. The Agency has continuously cooperated with the EUAN network, as well as with the European Commission to increase its efficiency. This also included the implementation of EU tools and software (e.g. SUMMA for finance with the Agency being among the three EU pilot agencies migrated in 2022 from ABAC to SUMMA; SYSPER 2 for HR matters). The Agency developed security plans for its registers and databases, and has systematically cooperated with CERT-EU to strengthen its cybersecurity posture.

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

While this piece of information does not refer to the reporting year 2022, we consider it worth mentioning that on May 10, 2023, the European Parliament issued a positive discharge decision for the Agency for the year 2021. The Agency will follow up closely the content of the EP resolution linked to the 2021 discharge and will report back in CAAR 2023

Environment management

The revised SPD guidelines require Agencies to compile and formalise their Environment management policy. To achieve this ambition, the first full Environment management annex (strategy) was drafted during the course of 2022. In this document ERA summarised its commitment to higher policy goals, the measures already in place, as well as the potential future environment management initiatives and actions, taking in consideration the responsibilities of the Agency as a public administration body, while keeping in mind the impact of environmental initiatives on the Agency's limited human and financial resources. Despite these limitations, the Agency is a socially and environmentally responsible organisation which pursues, whenever possible, the adoption and related implementation of environmental measures and initiatives that can be achieved with the available means.

The new Environment management annex (strategy) was approved by the Management Board and published as part of the Agency's SPD 2023-2025 in November 2022 with the same time horizon as the SPD. While the new strategy only starts as from January 2023, some of its initiatives and actions had been anticipated and had already been accomplished by the end of 2022, and the Agency demonstrated additional environment achievements – see Annex X. Environmental management for details.

Assessment by management

Implementation of the budget

The management is monitoring on a monthly basis the execution of the budget via focused budget review meetings. The objective is to maintain a rigorous budget and liquidity management to counter the high uncertainty on fees and charges, as well as the budget constraints from the subsidy side, especially in the context of very high indexation and inflation levels. The Agency has developed an automated dashboard alerting the management when the budget indicators show that the achievement of targets are at risk. Immediate preventive and corrective measures are implemented with a view of meeting the budget implementation targets. The SPD dashboard also integrates information on the evolution of human resources (e. g. fulfilment of the establishment plan, turnover etc. and on authority tasks (e.g. state of play of applications, volume of work and billing).

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

The function of internal control has been reinforced by modifying the operational structure of the Agency and entrusting the newly established unit (Corporate Assurance and Performance) with the coordination of internal control matters, including the review of the quality and completeness of the information received from the AODs in view of accurate reporting on the operation and effectiveness of the internal control system.

The Agency has also strengthened the monitoring of action plans addressing audit recommendations by enforcing the accountability of the AOD responsible (i.e. introducing specific individual objectives). Further information on budget implementation can be found in section II.1 and II.3.2.

Legality and regularity

Ex-ante verification was performed on all financial transactions processed by the Agency (the majority by the financial verifying agents and a limited number by the AOD – in case

of mission payments). The Agency is reviewing the ex-post control strategy in the context of revising its financial manual and the harmonisation of business processes with SUMMA. Currently, based on the ex-ante verification, the AO receives sufficient control evidence he needs for his assurance regarding the achievement of this internal control objective. Ad hoc controls are additionally applied whenever the management finds it necessary to tackle a specific risk or simply pursue improvements, such as selection procedures.

A simplified Annual Activity Report has been signed by all Delegated Authorising Officers (AODs) who have to formally endorse the responsibility of the financial transactions validated in the course of 2021 and to declare any conflict of interest and/or fraud of which they might be aware. The simplified AAR is integrated in the CAAR of the Executive Director.

The audit performed by the external auditor (Baker Tilly) has led to no findings, nor recommendations. The ECA report on the financial year 2022 is pending; any observations stemming from such the ECA audit on the financial year will be duly followed up by the Agency.

Validation of the accounting system

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

Procurement procedures

The original procurement plan which had approved by the Management Board as part of the Single Programming Document 2022 (acting as financing decision for the Agency's operational expenditure, as per the provisions of the ERA Financial Regulation).

Here is the summary of the procedures carried out in 2022:

- 2 Open call for tenders,
- 3 Negotiated procedures
- 1 Reopening of competition

To this must be added the procedures financed by administrative appropriations, and which therefore do not have to be the subject of a specific financing decision.

- 2 Open call for tenders,
- 3 Negotiated procedures

Nota bene:

- The above does not consider the low-value contracts of less than 15 000€;
- The above does not consider the fact that a procedure may be cancelled and/or replaced by another one

Additional information can be found under SPD Annex XIII (Procurement Plan).

Registration of non-conformities

In accordance with the internal control principle 12, each deviation from an established process or procedure is documented, justified and approved at the appropriate management level. They are then registered in the Nonconformity Register. In line with Agency

procedures, corrective and/or preventive actions are established when repetitive exceptions events or a critical hazard to any process performance arise. Actions are recorded and reviewed in order to identify trends. In view of increasing the effectiveness of its processes, the Agency is encouraging staff to report any type of non-conformities, including non-financial.

In 2022, 28 nonconformities (NC) have been registered. They can be segregated by type: 13 ex-ante nonconformities (exceptions) and 15 ex-post nonconformities (non-compliances).

The area of ex-ante nonconformities (i.e. Exceptions) concern compliance with administrative rules (deviation from teleworking rules - four events), procurement procedures (two events - irregular use of the negotiated procedure), contract management (two events – extension of duration of contract beyond legal deadline, non-compliance with technical specifications of contract), commitment rules (one event – use of provisional commitment instead of individual commitment), selection procedures (one event - following remarks from the European Ombudsman on assessment of one candidate), staff contract (one event - renewal of contract outside the legal provisions), All events were exceptional and the choices were documented with clear arguments for the decision taken (e.g. ensuring business continuity, economic reasons). In any case, mitigating measures have been taken to avoid recurrence.

The area of ex-post nonconformities (i.e. non-compliances events) relate mainly to mission rules (e.g. going on missions without an authorised mission order – three events), compliance with commitment rules (legal commitment without budgetary commitment – four events), procurement rules (use of the negotiated procedure – two events), contract management (ex-post amendment to contract, purchase of goods outside the duration of contract - two events), administrative rules (deviation from teleworking rules – one event). Monitoring actions have been put in place linked to these.

Overall, the number of NC continue to decrease compared to previous years (28 events compared to 35 events in 2021 and 33 events in 2020). However, the Agency would like to underline that the trend is not the only parameter to be taken into account. The number of recorded non-conformities is also a feature of a transparent reporting culture, including the learning which is associated to it. Moreover, the events with a financial impact have been reduced to 22. In addition, most of the events especially in the area of ex-ante nonconformity are of one-off nature (non-systemic). Risk based and periodical assessment of the functioning of the mains areas of internal control supporting the assurance process are systematically conducted. The Agency is revising the financial circuits and workflows and, on this occasion, will develop a hands-on manual for the financial actors in order to clarify their responsibilities, including development of specific procedures in areas which areas assessed as deficient. This stream of work is part of SAP 2023-2027.

Risk management

In 2022, the Agency has carried out the risk assessment exercise aligned with its annual strategic planning and has reviewed the relevance of the risks and the related mitigating measures continuously throughout the year. The exercise covered all areas/activities of the Agency (bottom-up approach). The Agency risk register is fully updated and includes the most significant risks of the Agency stemming not only from the projects/services but also risks associated with the strategic objectives linked with the delivery of the new tasks, business objectives of continuity, reputational risks. The major challenges/risks relate to:

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

– the implementation of a new IT corporate financial tool - SUMMA with all the inherent risks linked to running a pilot project (definition of roles and responsibilities, engaging adequately all stakeholders, managing potential issues on the go, while ensuring the continuity of financial operations, together with their legality and regularity etc)

– staff constraints (lower staff levels compared to the level of ambition on the various policy areas);

– IT security issues, in the context of more sophisticated cyber threats and the ongoing migration of all IT systems to the cloud, which proved to be more challenging than expected;

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

The risks assessment concluded that these risks may be either reduced to an acceptable level through specific mitigating actions described in the corporate risk register or accepted, in case of external environment factors to which the Agency has limited and/or no influence. This can lead to revising the SPD outputs, by downgrading the expected targets level.

Some of risks already partially and/or fully materialised. For example, in relation to the SUMMA implementation, risks materialised in the migration of information from ABAC to SUMMA, at the level of access rights not fully implemented, carry forwards from previous budgetary year etc impacting the timely processing of financial transactions on both the revenue and expenditure side. Another example is the absence of a working language regime and the impact of that on the costs incurred by the Agency. Regarding SUMMA, as already explained in section II.3.4 and II.11.3, the Agency has already implemented measures within its control and is in constant cooperation with the European Commission to solve the remaining issues. However, some of the issues will only be resolved as part of the EC release, which will enter into production on 01.01.2024. Regarding the language regime, in order to minimise the negative effects, priority continues to be given to activities related to the 4RP (priority on translations, selection/allocation of staff with specific language).

The Agency has also identified other cross-cutting risks which represent a priority for the Agency:

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

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

The Agency already taken steps to minimise either the likelihood or the impact.

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

Fraud prevention and detection

The Agency continued to implement the measures prescribed by the *Framework for Good Administrative behaviour a key element of the Antifraud Strategy,* which includes the mandatory submission of declaration of interests from staff members and independent experts with specific information to be provided for facilitating the assessment and the implementation of mitigating measures. Rules for managing gifts and hospitality and the use of social media are also envisaged.

Management

The members of the Management Board of the Agency are also requested to submit an annual declaration of interest which is verified by a specific body. The declaration of interests of MB members, managerial staff (including staff with decision making powers pursuant to the provisions of MB DEC 199 and MB DEC 258) are published on the Agency's website.

The Agency continued the training sessions on Ethics and Antifraud, which are mandatory for all staff. The Agency is implementing a 4-year rolling cycle of training sessions with the purpose of reaching 100% participation at the end of the cycle. The overall rate of participation in 2022 was 22.1 % for Antifraud and 31.11. % for Ethics. The training on Ethics is focused on staff obligations pursuant to the provisions of the Staff Regulations, while the training on Antifraud is designed to improve the detection techniques and encourage staff to report any suspicion of fraud. Both training sessions are tailor made, in line with the Agency risk environment.

The SharePoint page of the Agency was updated with information related to ethics. In order to further enhance the transparency of its actions, the Agency publishes on the website the list of all meetings held by the Executive Director with organisations or self-employed individuals ([12]).

OLAF has closed the internal investigation opened in 2021 with no recommendations.

([12]) Any organisation or individual, irrespective of their legal status, engaged in activities carried out with the objective of directly or indirectly influencing the formulation or implementation of policy and the decision-making processes of the Agency.

III. Assessment of the effectiveness of the internal control systems

Effectiveness of internal control systems

Until October 2022, the Agency was operating with two management systems (ie. ISO 9001:2015 and the COSO Internal Control Framework) integrated in the Integrated Management Systems (IMS). Implementing an IMS has proven to be a challenging exercise, requiring resources which, in the current context of limited resources, were reprioritised in line with the Strengthening Plan adopted by the Agency. With the objective of efficient and effective use of the Agency's resources, the Agency has reassessed the necessity to continue to operate with two management systems and opted to implement its organisational structure based only on the internal control framework (ICF) as the most proportionate to the specificities and needs of the Agency. As a result, the Agency is no longer certified against ISO 9001:2015 quality management system requirements. Compliance with the ICF remains the compulsory requirement and the focus of Agency's efforts towards effective internal control.

The ICF consists of five internal components and 17 principles. All the internal control components and principles are interrelated and must be present and functioning at all levels of the organisation to be considered effective. Internal control monitoring criteria have been defined to ensure an adequate assessment of the presence and functioning of al internal control principles. The Agency has formally assessed its control systems for the reporting year as part of the annual internal management system review and concluded that overall, the ICF principles are present, and work as intended. Some improvements have been identified that would contribute to strengthen the effectiveness of the system. Measures will be implemented and monitored as part of an integrated monitoring cycle.

The monitoring of the functioning of ICF is continuous throughout the year and potential internal control deficiencies are discussed in the Management Team meetings. The ongoing monitoring focuses on components and principles linked to the achievement of SPD objectives and budget targets. This allows the Agency to adapt quickly to changes and put in place mitigating actions when needed. It should be mentioned that the Agency has decided to enforce the effective implementation of the internal control system by revising its operational /accountability structure and setting up a dedicated unit for this purpose in 2022.

The assessment of the internal control system relies also on the tools described in section 2 of the report: reported nonconformities, results of the audits, ex-post controls, any weakness reported by staff regarding the internal processes or in the Ethics areas, as well as the results of the risk assessment exercise. The Agency continued to implement the internal control measures necessary to reach compliance with the requirements of the ICF.

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

Conclusions of assessment of internal control systems

The Agency conducted the annual assessment of the ERA Internal Control Framework. The conclusion of this assessment is that the Agency is compliant with the ICF, while some areas for improvement have been identified. With regards to potential improvements identified in this exercise, a consolidated list of actions was established corresponding to each internal control principle, which will be monitored throughout the year 2023. The list of actions is based on multiple sources including: nonconformity reports, Agency risk register, stakeholders feedback analysis, measurement of process performance, monthly management reports on the implementation of projects and services in the Agency.

Statement of the manager in charge of risk management and internal control

I, the undersigned,

Manager in charge of risk management and internal control within ERA

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

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

Valenciennes, 29/06/2023

Oana Gherghinescu

Head of Unit Corporate Assurance and Performance

IV. Management assurance

Review of the elements supporting assurance

The information reported in Parts 2 and 3 stems from:

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

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

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

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

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

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

- the discharge of the budgetary authority

- the measures taken in the area of antifraud

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

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

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

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

Reservations

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

V. Declaration
of assurance

Declaration of Assurance

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

In my capacity as authorising officer,

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

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

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

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

Valenciennes, 29/06/2023

Josef Doppelbauer

Executive Director

VI. Annexes

Annex I. Core business statistics

	Key Performance Indicators set up in SPD 2022	SPD target	Level of achievement
1	Proportion of decisions taken according to the legal framework deadlines for issuing SSC, VA and ERTMS TA (for completeness and assessment phases)	100%	100%
2	2022 TSI revision package	Final draft delivered by end of Q2 2022	Achieved
3	TSI CCS - final recommendation delivered	By end June 2022	Achieved
4	Monitoring of the TAP/TAF TSI implementation - progress report on Year -1	Q2 2022	Achieved
5	No. of NSA audit reports delivered	At least 4	Three reports and one follow-up report have been produced
6	Report on Safety and Interoperability	Available by end of Q2	Achieved
7	Delivering ERA events: conferences, webinars, workshops as defined in the yearly communication and dissemination plan agreed by the MB.	Events postponed/delayed from 2021 delivered and pre-work for other events done.	Achieved
8	% Of the annual appropriations committed	≥98 %	99.95%
9	% Execution of carry over payment appropriations	≥95%	97.69%
10	% Payments made by contractual deadline	≥95%	64.46%
11	% Increase of the output achievement rate compared to the previous year	≥10%	Partly achieved, with 4.72% increased of achievements compared with the previous year, leading to an achievement rate of 81.13% for 2022.
12	% Implementation of the establishment plan	>98%	97.4%, partly achieved but very close to the target
13	Staff turnover	Less than 5%	2.63%
14	% Availability of the core ICT systems	98%	99.89%

Annex II. Statistics on Financial Management

Implementation of the budget 2022

Budget implementation 2022 (C1 funds)

Fund Source	Budget Period											
VOBU	2022		2022C1	1	2	3=2-1	4	5	6	7=6/5	8	9=8/5
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme Desc.	COM Credits	COM Committed	% COM Committed / COM Credits	COM Available	PAY Credits	PAY Done	% PAY Done / PAY Credits	PAY Available	% PAY Available
E.1100	Temporary agents	ERA1203	HR Service	18 752 100,50	18 752 100,50	100,00%	-	18 752 100,50	18 752 100,50	100,00%	-	-
E.1110	Contract agents	ERA1203	HR Service	2 625 039,63	2 625 039,63	100,00%	-	2 625 039,63	2 625 039,63	100,00%	-	0,00%
E.1112	Seconded National Experts	ERA1203	HR Service	170 000,00	170 000,00	100,00%	-	170 000,00	153 642,16	90,38%	16 357,84	9,62%
	Chapter 11			21 547 140,13	21 547 140,13	100,00%	-	21 547 140,13	21 530 782,29	99,92%	16 357,84	0,08%
E.1200	Sundry recruitment expenses	ERA1203	HR Service	75 558,50	75 558,50	100,00%	-	75 558,50	39 540,50	52,33%	36 018,00	47,67%
	Chapter 12			75 558,50	75 558,50	100,00%	-	75 558,50	39 540,50	52,33%	36 018,00	47,67%
E.1300	Mission expenses for staff	ERA1203	HR Service	10 000,00	10 000,00	100,00%	-	10 000,00	7 280,68	72,81%	2 719,32	27,19%
	Chapter 13			10 000,00	10 000,00	100,00%	-	10 000,00	7 280,68	72,81%	2 719,32	27,19%
E.1430	Medical service	ERA1203	HR Service	30 455,74	30 455,74	100,00%	-	30 455,74	-	0,00%	30 455,74	100,00%
	Chapter 14			30 455,74	30 455,74	100,00%	-	30 455,74	-	0,00%	30 455,74	100,00%
E.1500	Training and team building	ERA1203	HR Service	140 887,12	140 885,68	100,00%	1,44	140 887,12	79 509,08	56,43%	61 378,04	43,57%
	Chapter 15			140 887,12	140 885,68	100,00%	1,44	140 887,12	79 509,08	56,43%	61 378,04	43,57%
E.1600	External services	ERA1203	HR Service	146 095,55	146 095,55	100,00%	-	146 095,55	122 458,30	83,82%	23 637,25	16,18%
	Chapter 16			146 095,55	146 095,55	100,00%	-	146 095,55	122 458,30	83,82%	23 637,25	16,18%
E.1700	Receptions, events and representation	ERA1203	HR Service	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
	Chapter 17			-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
E.1800	Social welfare	ERA1203	HR Service	16 577,26	16 577,26	100,00%	-	16 577,26	16 577,26	100,00%	-	0,00%
	Chapter 18			16 577,26	16 577,26	100,00%	-	16 577,26	16 577,26	100,00%	-	0,00%
	TITLE 1			21 966 714,30	21 966 712,86	100,00%	1,44	21 966 714,30	21 796 148,11	99,22%	170 566,19	0,78%

Fund Source	Budget Period											
VOBU	2022		2022C1		1	2	3=2-1	4	5	6	7=6/5	8	9=8/5
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme Desc.	COM Credits	COM Committed	% COM Committed / COM Credits	COM Available	PAY Credits	PAY Done	% PAY Done / PAY Credits	PAY Available	% PAY Available
E.2000	Rentals of buildings and parking facilities	ERA1202	FM Service	557 788,09	557 788,09	100,00%	-	557 788,09	557 788,09	100,00%	-	0,00%
E.2010	Insurance on buildings	ERA1202	FM Service	16 781,14	16 781,14	100,00%	-	16 781,14	16 781,14	100,00%	-	0,00%
E.2020	Water, gas, electricity and heating	ERA1202	FM Service	144 305,00	144 305,00	100,00%	-	144 305,00	102 567,95	71,08%	41 737,05	28,92%
E.2030	Cleaning and maintenance	ERA1202	FM Service	142 924,90	142 924,90	100,00%	-	142 924,90	109 371,77	76,52%	33 553,13	23,48%
E.2040	Fitting-out of premises	ERA1202	FM Service	74 959,89	74 959,89	100,00%	-	74 959,89	23 692,17	31,61%	51 267,72	68,39%
E.2050	Security and surveillance	ERA1202	FM Service	187 179,45	187 179,08	100,00%	0,37	187 179,45	163 738,52	87,48%	23 440,93	12,52%
	Chapter 20			1 123 938,47	1 123 938,10	100,00%	0,37	1 123 938,47	973 939,64	86,65%	149 998,83	13,35%
E.2100	Data-processing equipment	ERA1201	ICT Service	108 698,57	108 698,57	100,00%	-	108 698,57	80 668,64	74,21%	28 029,93	25,79%
E.2101	Software development and purchase	ERA1201	ICT Service	547 907,47	547 907,47	100,00%	-	547 907,47	437 141,32	79,78%	110 766,15	20,22%
	Chapter 21			656 606,04	656 606,04	100,00%	-	656 606,04	517 809,96	78,86%	138 796,08	21,14%
E.2200	Technical installations and office equipment	ERA1201	ICT Service	21 563,47	21 563,47	100,00%	-	21 563,47	-	0,00%	21 563,47	100,00%
E.2210	Furniture	ERA1202	FM Service	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
E.2220	Departmental removals and associated handling	ERA1202	FM Service	7 553,00	7 553,00	100,00%	-	7 553,00	6 623,00	87,69%	930,00	12,31%
	Chapter 22			29 116,47	29 116,47	100,00%	-	29 116,47	6 623,00	22,75%	22 493,47	77,25%
E.2300	Stationery and office supplies	ERA1202	FM Service	2 000,00	2 000,00	100,00%	-	2 000,00	2 000,00	100,00%	-	0,00%
E.2320	Bank charges	ERA1202	FM Service	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
E.2330	Legal expenses	ERA1202	FM Service	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
E.2350	Miscellaneous insurance	ERA1202	FM Service	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
E.2355	Petty expenses	ERA1202	FM Service	1 427,50	1 427,50	100,00%	-	1 427,50	427,50	29,95%	1 000,00	70,05%
	Chapter 23			3 427,50	3 427,50	100,00%	-	3 427,50	2 427,50	70,82%	1 000,00	29,18%
E.2400	Correspondence and courier expenses	ERA1202	FM Service	4 690,00	4 690,00	100,00%	-	4 690,00	4 481,81	95,56%	208,19	4,44%
E.2410	Telecommunication subscriptions and fees	ERA1202	FM Service	39 001,08	39 001,08	100,00%	-	39 001,08	38 885,88	99,70%	115,20	0,30%
	Chapter 24			43 691,08	43 691,08	100,00%	-	43 691,08	43 367,69	99,26%	323,39	0,74%
E.2700	Publications	ERA1202	FM Service	5 658,00	5 658,00	100,00%	-	5 658,00	5 658,00	100,00%	-	0,00%
	Chapter 27			5 658,00	5 658,00	100,00%	-	5 658,00	5 658,00	100,00%	-	0,00%
	TITLE 2			1 862 437,56	1 862 437,19	100,00%	0,37	1 862 437,56	1 549 825,79	83,21%	312 611,77	16,79%

Fund Source	Budget Period											
VOBU	2022	2022C1		1	2	3=2-1	4	5	6	7=6/5	8	9=8/5
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme Desc.	COM Credits	COM Committed	% COM Committed / COM Credits	COM Available	PAY Credits	PAY Done	% PAY Done / PAY Credits	PAY Available	% PAY Available
E.3010	Operational expenditure Strategic Statement 1	000MRA1138	NoBos monitoring	35 833,70	35 833,70	100,00%	-	35 833,70	34 177,29	95,38%	1 656,41	4,62%
		ERA1226	Registers Oper & Dev	281 551,14	281 551,14	100,00%	-	281 551,14	208 309,92	73,99%	73 241,22	26,01%
				317 384,84	317 384,84	100,00%	-	317 384,84	242 487,21	76,40%	74 897,63	23,60%
E.3020	Operational expenditure Strategic Statements 2-3	ERA-REC-122	Manage evol of Telem	15 000,00	14 869,51	99,13%	130,49	15 000,00	-	0,00%	15 000,00	100,00%
				15 000,00	14 869,51	99,13%	130,49	15 000,00	-	0,00%	15 000,00	100,00%
E.3040	Operational expenditure Strategic Statement 4	001MRA1116	NSA Monitoring imple	146 774,97	146 774,97	100,00%	-	146 774,97	109 428,27	74,56%	37 346,70	25,44%
		004SST1088	Develop Safety Cultu	102 134,11	102 134,11	100,00%	-	102 134,11	24 658,11	24,14%	77 476,00	75,86%
		ERA1168	Learning from safety	8 064,44	8 046,44	99,78%	18,00	8 064,44	7 891,00	97,85%	173,44	2,15%
		ERA1224	Support to NIB Peer	11 065,21	11 065,21	100,00%	-	11 065,21	5 300,53	47,90%	5 764,68	52,10%
		ERA1236	Integrate human and	165,33	165,33	100,00%	-	165,33	165,33	100,00%	-	0,00%
		ERA_SAIT	SAIT	21 667,00	21 667,00	100,00%	-	21 667,00	20 000,00	92,31%	1 667,00	7,69%
				289 871,06	289 853,06	99,99%	18,00	289 871,06	167 443,24	57,76%	122 427,82	42,24%
E.3070	Operational expenditure Strategic Statement 7	ED_COSTS	ED_costs	343,40	259,40	75,54%	84,00	343,40	259,40	75,54%	84,00	24,46%
		ERA1145	ERA Academy	416 042,84	415 875,33	99,96%	167,51	416 042,84	261 559,92	62,87%	154 482,92	37,13%
		ERA1161	On line corporate co	193 668,75	193 668,75	100,00%	-	193 668,75	191 664,39	98,97%	2 004,36	1,03%
		ERA1163	Communication Servic	29 927,43	29 927,43	100,00%	-	29 927,43	3 943,71	13,18%	25 983,72	86,82%
				639 982,42	639 730,91	99,96%	251,51	639 982,42	457 427,42	71,47%	182 555,00	28,53%
E.3080	Operational expenditure Strategic Statement 8	ERA1148	Networks	15 072,10	14 981,02	99,40%	91,08	15 072,10	14 981,02	99,40%	91,08	0,60%
		ERA1153	Integrated Managemen	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
		ERA1154	Supporting EB and MB	-	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!
		ERA1156	Org Strategic prog	17 950,00	17 950,00	100,00%	-	17 950,00	17 950,00	100,00%	-	0,00%
		ERA1162	Media Relations and Crisis Commu	5 000,00	4 981,16	99,62%	18,84	5 000,00	900,00	18,00%	4 100,00	82,00%
		ERA1227	Interoperable data	493 387,46	488 749,39	99,06%	4 638,07	493 387,46	339 471,89	68,80%	153 915,57	31,20%
				531 409,56	526 661,57	99,11%	4 747,99	531 409,56	373 302,91	70,25%	158 106,65	29,75%
E.3090	Operational expenditure Strategic Statement 9	AAM_MM	AAM_MM	4 623,87	4 623,87	100,00%	-	4 623,87	3 975,15	85,97%	648,72	14,03%
		CAP_MM	CAP_MM	1 782,76	1 782,76	100,00%	-	1 782,76	1 380,67	77,45%	402,09	22,55%
		ED_MM	ED_MM	25 000,00	24 187,02	96,75%	812,98	25 000,00	21 071,63	84,29%	3 928,37	15,71%
		EXO_MM	EXO_MM	16 634,79	15 099,55	90,77%	1 535,24	16 634,79	13 189,03	79,29%	3 445,76	20,71%
		PAD_MM	PAD_MM	23 500,00	20 798,41	88,50%	2 701,59	23 500,00	20 571,75	87,54%	2 928,25	12,46%
		RSYS_MM	RSYS_MM	76 301,45	73 929,17	96,89%	2 372,28	76 301,45	68 073,45	89,22%	8 228,00	10,78%
				147 842,87	140 420,78	94,98%	7 422,09	147 842,87	128 261,68	86,76%	19 581,19	13,24%
	Chapter 30			1 941 490,75	1 928 920,67	99,35%	12 570,08	1 941 490,75	1 368 922,46	70,51%	572 568,29	29,49%
E.3100	Books and revues, access to databases and associat	ERA1202	FM Service	15 480,00	15 480,00	100,00%	-	15 480,00	15 480,00	100,00%	-	0,00%
E.3110	Dedicated IT sytems to support the operations	ERA1201	ICT Service	1 149 021,39	1 149 021,39	100,00%	-	1 149 021,39	849 864,20	73,96%	299 157,19	26,04%
	Chapter 31			1 164 501,39	1 164 501,39	100,00%	-	1 164 501,39	865 344,20	74,31%	299 157,19	25,69%
	TITLE 3			3 105 992,14	3 093 422,06	99,60%	12 570,08	3 105 992,14	2 234 266,66	71,93%	871 725,48	28,07%
	TOTAL TITLES T1+T2+T3		12 571,89	26 935 144,00	26 922 572,11	99,95%	12 571,89	26 935 144,00	25 580 240,56	94,97%	1 354 903,44	5,03%

Appropriations carried over 2021/2022 (VOBU 2021

Fund Source	Budget Period			1	2	3=2/1	4	5=4/1
VOBU	2021	2022C8		1	2	3=2/1	4	5=4/1
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme desc.	PAY Credits	PAY Consumed	% Pay Consumed	PAY Available	% Pay Available
E.1300	Mission expenses for staff	ERA1203	HR service	243,50	0,00	0,00%	243,50	100,00%
	Chapter 13			243,50	0,00	0,00%	243,50	100,00%
E.1430	Medical service	ERA1203	HR service	31 999,96	31 127,00	97,27%	872,96	2,73%
	Chapter 14			31 999,96	31 127,00	97,27%	872,96	2,73%
E.1500	Training and team building	ERA1203	HR service	27 723,75	21 029,25	75,85%	6 694,50	24,15%
	Chapter 15			27 723,75	21 029,25	75,85%	6 694,50	24,15%
E.1600	External services	ERA1203	HR service	84 667,39	80 728,00	95,35%	3 939,39	4,65%
	Chapter 16			84 667,39	80 728,00	95,35%	3 939,39	4,65%
	TITLE 1			**144 634,60**	**132 884,25**	**91,88%**	**11 750,35**	**8,12%**

Fund Source	Budget Period							
VOBU	2021		2022C8		1	2	3=2/1	4	5=4/1
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme desc.	PAY Credits	PAY Consumed	% Pay Consumed	PAY Available	% Pay Available
E.2020	Water, gas, electricity and heating	ERA1202	FM service	8 726,36	7 928,41	90,86%	797,95	9,14%
E.2030	Cleaning and maintenance	ERA1202	FM service	45 996,55	45 995,35	100,00%	1,20	0,00%
E.2040	Fitting-out of premises	ERA1202	FM service	14 281,68	14 281,68	100,00%	0,00	0,00%
E.2050	Security and surveillance	ERA1202	FM service	66 401,84	66 300,84	99,85%	101,00	0,15%
	Chapter 20			135 406,43	134 506,28	99,34%	900,15	0,66%
E.2100	Data-processing equipment	ERA1201	ICT service	93 520,76	93 120,76	99,57%	400,00	0,43%
E.2101	Software development and purchase	ERA1201	ICT service	33 000,00	33 000,00	100,00%	0,00	0,00%
	Chapter 21			126 520,76	126 120,76	99,68%	400,00	0,32%
E.2200	Technical installations and office equipment	ERA1201	ICT service	16 366,96	15 546,96	94,99%	820,00	5,01%
E.2220	Departmental removals and associated handling	ERA1202	FM service	2 254,50	2 254,50	100,00%	0,00	0,00%
	Chapter 22			18 621,46	17 801,46	95,60%	820,00	4,40%
E.2300	Stationery and office supplies	ERA1202	FM service	7 259,46	7 209,46	99,31%	50,00	0,69%
E.2320	Bank charges	ERA1202	FM service	3 995,83	3 306,94	82,76%	688,89	17,24%
E.2355	Petty expenses	ERA1202	FM service	183,33	117,60	64,15%	65,73	35,85%
	Chapter 23			11 438,62	10 634,00	92,97%	804,62	7,03%
E.2400	Correspondence and courier expenses	ERA1202	FM service	41,90	41,90	100,00%	0,00	0,00%
E.2410	Telecommunication subscriptions and fees	ERA1202	FM service	87 592,62	87 592,62	100,00%	0,00	0,00%
	Chapter 24			87 634,52	87 634,52	100,00%	0,00	0,00%
E.2700	Publications	ERA1202	FM service	1 908,00	1 908,00	100,00%	0,00	0,00%
	Chapter 27			1 908,00	1 908,00	100,00%	0,00	0,00%
	TITLE 2			381 529,79	378 605,02	99,23%	2 924,77	0,77%

Fund Source	Budget Period								
VOBU	2021	2022C8			1	2	3=2/1	4	5=4/1
Commitment Item	Commitment Item Desc	Fund Programme	Funded Programme desc.		PAY Credits	PAY Consumed	% Pay Consumed	PAY Available	% Pay Available
E.3010	Operational expenditure Strategic Statement 1	ERA1226	Registers Oper & Dev		89 320,00	89 320,00	100,00%	0,00	0,00%
	Strategic Statement 10				89 320,00	89 320,00	100,00%	0,00	0,00%
E.3070	Operational expenditure Strategic Statement 7	ERA1145	ERA Academy		57 626,50	56 544,78	98,12%	1 081,72	1,88%
E.3070	Operational expenditure Strategic Statement 7	ERA1161	On line corporate co		6 233,13	3 638,12	58,37%	2 595,01	41,63%
E.3070	Operational expenditure Strategic Statement 7	ERA1162	Media Relations and		86,25	86,25	100,00%	0,00	0,00%
E.3070	Operational expenditure Strategic Statement 7	ERA1163	Communication Ser		953,30	940,73	98,68%	12,57	1,32%
	Strategic Statement 70				64 899,18	61 209,88	94,32%	3 689,30	5,68%
E.3090	Operational expenditure Strategic Statement 9	ED_MM	ED_MM		6 768,83	138,49	2,05%	6 630,34	97,95%
	Strategic Statement 90				6 768,83	138,49	2,05%	6 630,34	97,95%
	Chapter 30				160 988,01	150 668,37	93,59%	10 319,64	6,41%
E.3110	Dedicated IT sytems to support the operations	ERA1201	ICT Service		925 829,25	916 369,48	98,98%	9 459,77	1,02%
	Chapter 31				925 829,25	916 369,48	98,98%	9 459,77	1,02%
	TITLE 3				**1 086 817,26**	**1 067 037,85**	**98,18%**	**19 779,41**	**1,82%**
	TOTAL TITLES T1+T2+T3				**1 612 981,65**	**1 578 527,12**	**97,86%**	**34 454,53**	**2,14%**
E.4300	OSS	ERA-DRO-010	OSS operation and		131 300,77	125 437,96	95,53%	5 862,81	4,47%
	Chapter 43				131 300,77	125 437,96	95,53%	5 862,81	4,47%
	TITLE 4				131 300,77	125 437,96	95,53%	5 862,81	4,47%
	TOTAL TITLES T1+T2+T3+T4				1 744 282,42	1 703 965,08	97,69%	40 317,34	2,31%

Appropriations carried over 2022/2023 C1-credits

	Chapter	Amount carried over 2022/2023	% Amount carried over 2022/2023
11	Staff in active employment	16 358	0%
12	Expenditure relating to staff recruitment and Employer's pension contributions	36 018	48%
13	Mission expenses	2 719	27%
14	Socio-medical infrastructure	30 456	100%
15	Training	61 377	44%
16	External services	23 637	16%
	Title I	**170 565**	**1%**
20	Rental of buildings and associated costs	149 998	13%
21	Information, communication technology and data processing	138 796	21%
22	Movable property and associated costs	22 493	77%
23	Current administrative expenditure	1 000	29%
24	Postage / telecommunications	323	1%
	Title II	**312 611**	**17%**
30	Operational expenditure - Strategic Statements	559 998	29%
31	Operational expenditures	299 157	26%
	Title III	**859 155**	**28%**
	Total Budget	**1 342 331**	**5%**

Reconciliation budget and economic outturn

	2022	2021
Economic result (+ for surplus and - for deficit) of the consolidation reporting package	1 125 504	118 709
Ajustment for accrual items (items not in the budgetary result but included in the economic result)		
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	-1 179 439	-846 141
Adjustments for Accrual Cut-off (cut- off 31.12.N)	1 541 863	1 024 956
Amount from liaison account with Commission booked in the economic revenue	0	0
Unpaid invoices at year end but booked in charges (class 6)	0	0
Depreciation of intangible and tangible assets (1)	1 084 998	1 175 782
Provisions (1)	9 305	0
Value reductions (1)	0	7 800
Recovery Orders issued in 2021 in class 7 and not yet cashed	- 947 601	-873 746
Prefinancing given in previous year and cleared in the year	0	0
Prefinancing received in previous year and cleared in the year	-670 490	-262 837
Payments made from carry over of payment appropriations	1 703 965	3 059 103
Other *)	- 2 226 146	-1 110 797
Ajustment for budgetary items (item included in the budgetary result but not in the economic result)		
Asset acquisitions (less unpaid amounts)	-189 431	-243 742
New pre-financing paid in the year 2020 and remaining open as at 31.12.2020	0	0
New pre-financing received in the year 2020 and remaining open as at. 31.12.2020	329 272	620 038
Budgetary recovery orders issued before 2020 and cashed in the year	874 266	256 885
Budgetary recovery orders issued in 2019 on balance sheet accounts (not 7 or 6 accounts) and cashed	0	0
Capital payments on financial leasing (they are budgetary payments but not in the economic result)	0	0
Payment appropriations carried over to 2021	-3 565 238	-3 894 958
Cancellation of unused carried over payment appropriations from previous year	40 317	30 110
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	2 150 676	1 008 478
Payments for pensions (they are budgetary payments but booked against provisions)	0	0
Paiements for stocks of leave and supplementary hours (they are budgetary payments but booked against provisions)	0	0
Other **)	0	0
Budget outturn for the year	81 821	69 638

Annexes

Budget outturn and cancellation of appropriations

Budget outturn	2019	2020	2021	2022
Reserve from the previous years' surplus (+)	119 879	59 486	114 225	69 638
Revenue actually received (+)	28 644 227	30 761 007	32 834 965	34 703 739
Payments made (-)	- 26 041 310	- 27 440 679	-29 908 642	- 33 246 670
Carryover of appropriations (-)	- 2 931 959	- 4 097 690	-3 894 958	- 3 565 238
Cancellation of appropriations carried over (+)	54 280	106 232	30 110	40 317
Adjustment for carryover of assigned revenue appropriations from previous year (+)	335 358	785 738	1 008 478	2 150 676
Exchange rate differences (+/-)	- 1 110	- 383	-315	- 1 002
Adjustment for negative balance from previous year (-)	- 119 879	- 59 486	-114 225	- 69 638
TOTAL	**59 486**	**114 225**	**69 638**	**81 821**

*N – the year covered by the programming document drafted in N-1 (as per definition art. 32 of Commission Delegated Regulation (EU) 2019/715).

Descriptive information and justification on:

- **Cancellation of commitment appropriations**: the unused C1 budget was 12,532 EUR in 2022 (0.05%).

- **Cancellation of payment appropriations for the year and payment appropriations carried over**: the C8 cancelled in 2022 was 2.31 %.

Fees and charges revenues and expenditures

Hourly rate and fixed fees elements

In 2022 the hourly rate and fixed fees adopted through Commission Implementing Regulation (EU) 2021/1903 have been applied until 31st of December. The applicable of fees and charges can be consulted in the ANNEX of the referred Regulation (EU) 2021/1903.

In the last quarter of 2022 the indexation of the fees and charges levels has been prepared. Article 10.1.a of Regulation (EU) 2018/764 as amended by Regulation (EU) 2021/1903 establishes that:

- *"Amounts referred to in the Annex **shall be indexed by the Agency, for the first time in 2023** and once every financial year thereafter, **with effect from 1 January**, based on*

- *(a) **the annual update of the remuneration and pensions of the officials and other servants of the European Union and the correction coefficients** applied thereto as published in the Official Journal of the European Union, in accordance with a **calculation method to be agreed by the Agency's Management Board**, and based on the relevant annual financial data used in the Agency's Single Programming Document and its Consolidated Annual Activity reports; and/or*

- *(b) the **inflation rate in the Union**, in accordance with the method set out in point 4 of the Annex."*

The Management Board Decision n° 302 setting out a calculation method for the annual indexation of the amounts referred to in the Annex to Commission Implementing Regulation (EU) 2018/764 has been published on 14/11/2022.

The indexed fees and charges have been published in ERA Website as of the last days of December 2022.

Financial results 2022 for the fees and charges activities

The **budgeted amount** for 2022 for T4, was changed from 8,035,882 € to 7,038,812 € through a budget amendment adopted by DECISION n° 305 of the Management Board of the European Union Agency for Railways amending Decision n° 273 of the Management Board of the European Union Agency for Railways adopting the budget and establishment plan 2022.

The data in this chapter provided a multi-annual view of the invoiced amounts organised according to the main categories of applications:

- Vehicle Authorisations (VA)
- Vehicle Authorisations – Conformity to Type (VA CTT)
- Single Safety Certificates (SSC)
- ERTMS Trackside Approvals (TA)

Data is presented with a matrix approach in order to capture the time lag between the year of application (displayed by column) and the year of invoicing (displayed by row).

Revenue

VA applications

	Sum of amounts actually invoiced amounts						
	Year of application					Of which	
Year of invoicing	2019	2020	2021	2022	Grand Total	PoE invoices	NSA invoices
2019	55,385				55,385	-	16,000
2020	710,820	396,525			1,107,344	-	274,724
2021	58,376	1,219,360	295,374		1,573,111	64,935	475,933
2022		315,607	2,327,599	1,117,514	3,760,720	225,830	1,314,617
Grand Total	824,581	1,931,492	2,622,973	1,117,514	6,496,559	290,765	2,081,273

VA-CTT applications

	Sum of amounts actually invoiced amounts						
	Year of application					Of which	
Year of invoicing	2019	2020	2021	2022	Grand Total	PoE invoices	NSA invoices
2019	373,100				373,100	-	-
2020	36,660	516,581			553,241	10,205	-
2021		68,055	519,591		587,646	1,625	-
2022	650			1,558,830	1,559,480	-	-
Grand Total	410,410	584,636	519,591	1,558,830	3,073,467	11,830	-

SSC applications

	Sum of amounts actually invoiced amounts						
	Year of application					Of which	
Year of invoicing	2019	2020	2021	2022	Grand Total	PoE invoices	NSA invoices
2019	85,540				85,540	-	-
2020	202,899	161,869			364,768	3,770	67,563
2021		783,705	258,744		1,042,449	132,482	319,832
2022		7,410	1,317,553	530,777	1,855,741	269,364	452,696
Grand Total	288,439	952,984	1,576,298	530,777	3,348,497	405,615	840,091

ERTMS TA applications

Sum of amounts actually invoiced amounts							
	Year of application					Of which	
Year of invoicing	2019	2020	2021	2022	Grand Total	PoE invoices	NSA invoices
2019					-	-	-
2020	18,070	9,848			27,918	-	-
2021	28,893	147,810	3,770		180,473	29,120	-
2022	5,623	19,630	142,383	33,543	201,178	27,408	
Grand Total	**52,585**	**177,288**	**146,153**	**33,543**	**409,568**	**56,528**	**-**

Expenditure

In the implementation of Title 4, the Agency has closely monitored the following parameters:

- rate of cashing for fees and charges until year end, including the amending budget (MB Decision 305);

- the level of commitments and payments for all the expenditure components under the T4;

- the level of ERA billed/cashed hours for the VA, SSC and ERTMS TA applications during 2022, as well as the number of actual hours for the VA CTT, for which a fixed rate is applied;

- the indexation of the salaries in 2022, which has had an extraordinary character (two rounds of indexation, with an aggregated annual effect of +7.0%, to which the annual impact of the correction coefficient evolution for France of -2.6% needs to be factored;

- the use of internal (ERA) versus external (NSAs and PoE) resources in the work performed;

- the sequencing of the two hourly rates during 2022, depending on the date of submission of the applications.

The budget execution for the T4 budget lines is displayed in the table below:

	CI (BL)	Commitment Item Name	Budgeted amount	% total	Paid amount	% total
Title 4.1	E.4100	Temporary agents	2 520 000	35.8%	2 674 497	38.3%
	E.4101	Contract agents	365 000	5.2%	363 000	5.2%
	E.4121	Employer's pension contributions	501 620	7.1%	457 787	6.6%
Title 4.2	E.4200	Rentals of buildings and parking facilities	50 000	0.7%	50 000	0.7%
	E.4201	Water, gas and electricity	5 000	0.1%	5 000	0.1%
	E.4203	Cleaning and maintenance	33 549	0.5%	4 233	0.1%
	E.4205	Security and surveillance	20 000	0.3%	13 865	0.2%
	E.4210	Data processing equipment	26 993	0.3%		
	E.4211	Software development	71 917	1%		
Title 4.3	E.4310	OSS	453 418	6.4%	228 057	3.3%
	E.4310	Board of Appeal	25 000	0.4%	15 352	0.2%
	E.4310	Translations and interpretations	335 769	4.8%	335 769	4.8%
	E.4310	Cost of services – NSA's	1 826 965	26%	2 199 380	31.5%
	E.4310	Cost of services – PoE	406 652	5.8%	426 109	6.1%
	E.4370	Operational expenditure Strategic Statement 7	156 929	2.2%	42 861	0.6%
	E.4600	Dedicated IT systems to support the ops (2022)	240 000	3.4%	171 708	2.5%
		TOTAL	**7 038 812**		**6 987 618**	

Negotiated procedures

Contracts following negotiated procedures under point 11 of Annex 1 FR)

- Count: 1
- Total Amount: € 150,000

Summary of procedures

Excluding real estate contracts and contracts ≤ €15 000)

Type of contract	Count
Supply	1
Services	8
Works	0
TOTAL	**9**

Procedures	Count	Amount (€)
Open	4	3 250 000
Restricted	0	0
Negotiated	4	371 463
Negotiated Competing	0	0
Other - Reopening of competition	1	26 311
TOTAL	**9**	**3 621 463**

Annex III. Building policy

Current building(s)

Table 1 - Current building(s)

#	Building name and type	Location	Surface Area (in m²)			Rental contact					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year) [13]	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	ERA HQ	120 rue Marc Lefrancq, 59307 Valenciennes, FR	5 250 m² [14]	–	5 250 m²	526 000 €	1 year with tacit renewal	office rental	N	N/A	no
2	Lille Office - Espace International	299 Boulevard de Leeds, 59000 Lille, FR	373.99 m²	54.89 m²	428.88 m²	119 224.44 €	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	26 250 €	1 year with tacit renewal	parking rental	N	N/A	no
4	Espace International	13 Avenue le Corbusier 59800 Lille, FR	–	–	1 parking place	2 847,80 €	Until 31/12/2023	parking rental	N	N/A	no
	Total		**5 623.99 m²**	**54.89 m²**	**5 678.88 m² + 101 parking**	**674 322.24€**					

Notes:

1. ERA HQ (Valenciennes):

ERA is the only tenant in the ERA HQ building, the Agency exclusively occupies and uses all office and non-office spaces in the building. Therefore, all surface area is included under the 5 250 m² of office space (SHON, terraces are not considered).

2. Lille Office - Espace International (Lille):

ERA shares office spaces with the building landlord (CCI de Région) on the 2nd floor. Following the signature of the addendum n°3 to main Lease contract signed on 12/07/2022 for the retrocession of meeting room "Friedrich List" and the "Cloak room" to the CCI de Région, the total office space being rented by ERA represents 428.88 m² instead 494.63 m² (373.99 m² net office space + 54.89 m² representing 12.80% "de quote-part des parties communes").

ERA has an exclusive use of only 373.99 m² (included under "Office space" [15]) of the 428.88 m² considered in the rent, the remaining 54.89 m² (included under "Non-office" [16]) are shared with the landlord and other tenants.

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

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

[15] 373.99 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.

[16] 54.89 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

Due to the growth of the Agency, the current building in Valenciennes does not offer any longer the required conditions to accommodate staff and activities related to the Agency's role as railways' Authority. Therefore, the Agency has re-allocated the majority of staff members in double office spaces as a short-term solution. Another short-medium term solution is the implementation of teleworking up to the limit set by the Management Board Decision on Teleworking. In parallel, as part of a long-term solution, the Agency and Valenciennes Métropole have started defining the requirements for a new building to accommodate ERA activities after 2027 by means of a Study composed of different phases. In 2018, the Phase I of the Study confirmed that the current ERA HQ cannot accommodate all requirements related to the Agency activities and growth. In 2019 and 2020, the Agency has managed to complete the Phases 2 and 4 of the technical and functional study resulting in the approval of the technical specifications that will be used as the base for the selection of architects in the Phase 3 of the Study. Taking into account the experience gained during the pandemic with large-scale teleworking and new ways of working, the building capacity was revised and the technical project.

In 2022, ERA started the early information procedure under Article 266(2) of the Financial Regulation to have the project formally approved by the EU Budgetary Authority as Valenciennes Métropole was awaiting this approval of the project before the publication of the required procedure for the selection of architects (Study - Phase 3 "Assistance lors de la désignation du maître d'oeuvre et jusqu'en fin de phase APD"). On 31/10/2022 the Agency submitted the technical and financial dossier to the EU Budgetary Authority for the approval of the New ERA building Project. Consequently, the ERA project was presented on the 17/11/2022 to the European Parliament Committee of Budgets in Brussels, where it was noted that the file submitted by ERA was very comprehensive and clear. Following the exchange of views held in the meeting of the Committee of Budgets, some follow-up questions asked by Members during the discussion were sent to ERA. The file was also distributed to the members of the Council's Budget Committee in November 2022 for information only. At this stage, the early information procedure can be considered as closed.

Building projects submitted to the European Parliament and the Council

See status under previous section.

Annex IV. Organisational chart

Organisational chart as of 31/12/2022

Executive Director (ED)

Railway Systems (RSY)
- Rolling Stock & Fixed Installations (FIRST)
- Safety & Operations (SAFO)
- ERTMS and Telematics Applications (ERTMS)

Accounting

Legal

Ethics

Innovation and Technology

Legend
Department
Unit
Team
Other function

Planning & Approvals Delivery (PAD)
- *Conformity to Type*
- Vehicle Authorization (VA)
- Safety Certification (SSC)
- ERTMS Trackside Approval (TA)
- Portfolio Management & Support

Analysis & Monitoring (AAM)
- Analysis
- Monitoring
- Registers & Databases
- *Research*

Executive Office & Communication (EXO)
- International Relations
- Stakeholders Rel., Academy & Communications
- Data Information & Governance
- *Digital Transformation*

Corporate Assurance & Performance (CAP)
- Corporate Performance
- *Internal Control & Financial Verification*
- *Budget*

Resources & Support (RSU)
- Human Resources
- ITFM

Number of filled posts for each organisational entity ([17])

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
Executive Director (ED)	**7**	**1**		**8**					**8**
ED (general)	7	1		8					8
Railway Systems (RSY)	**9**			**9**					**9**
RSY (general)	9			9					9
ERTMS & Telematics (ERTMS)	**18**	**1**		**19**					**19**
Rolling Stock & Fixed Installations (FIRST)	**17**			**17**		**1**		**1**	**18**
Safety & Operations (SAFO)	**14**	**3**		**17**		**2**		**2**	**19**
Planning & Approvals Delivery (PAD)	**17**	**11**		**28**					**28**
PAD (general)	3	3		6					6
ERTMS Trackside Approval (TA)	1	1		2					2
Portfolio Management & Support	5	3		8					8
Safety Certification (SSC)	3			3					3
Vehicle Authorisation (VA)	5	4		9					9
Analysis & Monitoring (AAM)	**28**	**1**		**29**					**29**
AAM (general)	5			5					5
Analysis	5			5					5
Monitoring	12			12					12
Registers & Databases	6	1		7					7
Executive Office & Communication (EXO)	**13**	**7**	**1**	**21**		**4**		**4**	**25**
EXO (general)	4	1		5					5
Data Information & Governance	3		1	4					4
International Relations	2			2		4		4	6
Stakeholders Relations, Academy & Communications	4	6		10					10
Corporate Assurance & Performance (CAP)	**8**	**5**	**1**	**14**					**14**
CAP (general)	6	2		8					8
Corporate Performance	2	3	1	6					6
Resources & Support (RSU)	**19**	**7**		**26**					**26**
RSU (general)	1			1					1
Human Resources	6	1		7					7
ITFM	12	6		18					18
Grand Total	**150**	**36**	**2**	**188**		**7**		**7**	**195**

([17]) Expressed in terms of headcount

Annex V. Establishment plan and additional information on Human Resources management

Staff population and its evolution in 2022

Human resources	2021			2022		
Establishment plan posts	**Authorised staff**	**Actually filled as of 31/12/2021**	**Occupancy rate %**	**Authorised staff**	**Actually filled as of 31/12/2022**	**Occupancy rate %**
Administrators (AD)	116	114	98%	120 (18)	118	98.3%
Assistants (AST)	35	34	97%	34[10]	32	94.1%
Assistants/Secretaries (AST/SC)	0	0		0	0	
Total establishment plan posts	**151**	**148**	**98%**	**154**	**150**	**97.4%**
External staff	**Authorised staff**	**Executed FTE as of 31/12/2021**	**Execution rate %**	**Authorised staff**	**Executed FTE as of 31/12/2022**	**Execution rate %**
Contract Agents (CA)	36	34	94%	36	36	100.0%
Seconded National Experts (SNE)	4	2	50%	4	2	50.0%
Total external staff	**40**	**36**	**90%**	**40**	**38**	**95.0%**
Total staff	**191**	**184**	**96%**	**194**	**188**	**96.9%**

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

Human resources	2021	2022
External staff financed from agreements	**Actual FTE**	**Actual FTE**
Contract Agents (CA)	4	7
Seconded National Experts (SNE)	0	0
Total external staff	**4**	**7**

Structural service providers (19)

Structural service providers	Actually in place as of 31/12/2022
Infrastructure	1
IT – Service Desk	3
IT - Security	1
Registers (including OSS)	3
Other - Software management/development	3
Total structural service providers	**11**

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(18) One AST post converted to AD as per MB Decision n° 299

(19) Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

Interim workers

Interim workers	FTEs in 2022
Total interim workers	0

Multi-annual staff policy plan – status in 2021

Temporary Agents

Temporary Agents	2021 Authorised budget		2021 Actually filled as of 31/12		2022 Authorised budget		2022 Actually filled as of 31/12	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16		0		0		0		0
AD 15		1		0		1		0
AD 14		0		1		0		1
AD 13		0		0		0		0
AD 12		4		1		2		1
AD 11		10		6		11		11
AD 10		19		22		22		20
AD 9		29		19		23		15
AD 8		21		25		22		26
AD 7		15		14		18		16
AD 6		17		24		19 [20]		26
AD 5		0		2		2		2
Total AD		**116**		**114**		**120**[12]		**118**
AST 11		0		0		0		0
AST 10		0		0		0		0
AST 9		2		2		2		1
AST 8		5		2		3		3
AST 7		5		3		4		4
AST 6		6		6		4[12]		4
AST 5		8		5		7		6
AST 4		9		10		9		11
AST 3		0		6		5		3
AST 2		0		0		0		0
AST 1		0		0		0		0
Total AST		**35**		**34**		**34**[12]		**32**
Total AST/SC		**0**		**0**		**0**		**0**
Total TAs		**151**		**148**		**154**		**150**

[20]   One AST 6 post converted to AD 6 as per MB Decision n° 299.

Contract Agents

Contract Agents - ERA staff (External personnel)	Authorised 2021	Headcount as of 31/12/2021	Authorised 2022	Headcount as of 31/12/2022
Function Group IV	16	22	23	23
Function Group III	12	4	5	7
Function Group II	8	6	6	4
Function Group I	0	2	2	2
Total	**36**	**34**	**36**	**36**
Contract Agents - External staff financed from Grants, Contrib. & SLAs	Authorised 2021	Headcount as of 31/12/2021	Authorised 2022	Headcount as of 31/12/2022
Function Group IV	2	2	5	5
Function Group III	1	1	1	1
Function Group II	1	1	1	1
Function Group I				
Total	**4**	**4**	**7**	**7**

Seconded National Experts

Seconded National Experts	Authorised 2021	Headcount as of 31/12/2021	Authorised 2022	Headcount as of 31/12/2022
Total	**4**	**2**	**4**	**2**

Use of human resources for the OSS application in 2022

Out of the numbers indicated in Tables V.1.a. and V.1.b, the following resource consumption was linked to the OSS applications in 2022 ([21]):

Direct hours (billable)	h
VA (includes Notifications 16.4)	15,431.71
VA CTT	6,748.04
SSC	7,477.08
TA	1,720.19
Total	**31,377.02**

Non-direct hours	h
Horizontal support	13,608.37
OSS operation and maintenance	2,597.55
Helpdesk VA, SSC, TA	1,649.00
Total	**17,854.92**

Note: the figures correspond to the work encoded in MS Project for the work carried in 2022, irrespective of the application and billing year.

([21]) This does not include the work of External Experts

Information on engagement grade/function group for each type of post

Key functions	Type of contract (official, TA or CA)	Function group, grade of engagement + Via IAM/EXT selection procedure	Indication whether the function is dedicated to administrative support or operations
Head of Department	0	0	0
Head of Unit	0	0	0
Team Leader	0	0	0
Project Officer	6 TA	EXT AD 6, EXT AD 8	Operations
Legal Officer	1 TA	IAM AD 8	Administrative
Project Officer	6 CA	EXT FG IV	Operations
Project Officer	1 CA	EXT FGIII	Administrative
IT Officer	0	EXT FG IV	Administrative

Result of the Agency's job screening exercise

Job Type Category	Year 2021 (%)	Year 2022 (%)	Year 2021	Year 2022	Difference
Administrative support and coordination	17.57	17.56	35.66	37.39	1.73
Operational	74.22	76.18	150.68	162.20	11.52
Neutral	8.21	6.26	16.66	13.33	3.33
Total			**203.00**	**212.92**	**9.92**

Note: This table includes service providers and existing vacancies within the organisation.

A. *Gender representation*

Establishment plan posts	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)			29	15.6%	5	2.7%	34	18.3%
	Assistant level (AST + CA FG I-III + AST/SC)			23	12.4%	9	4.8%	32	17.2%
	Total Female			**52**	**28.0%**	**14**	**7.5%**	**66**	**35.5%**
Male	Administrator level (AD + CA FG IV)			89	47.8%	18	9.7%	107	57.5%
	Assistant level (AST + CA FG I-III + AST/SC)			9	4.8%	4	2.2%	13	7.0%
	Total Male			**98**	**52.7%**	**22**	**11.8%**	**120**	**64.5%**
Total				**150**	**80.6%**	**36**	**19.4%**	**186**	**100.0%**

External staff from Grants	Level	Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD + CA FG IV)					1	14.3%	1	14.3%
	Assistant level (AST + CA FG I-III + AST/SC)					2	28.6%	2	28.6%
	Total Female					**3**	**42.9%**	**3**	**42.9%**
Male	Administrator level (AD + CA FG IV)					4	57.1%	4	57.1%
	Assistant level (AST + CA FG I-III + AST/SC)					0	0.0%	0	0.0%
	Total Male					**4**	**57.1%**	**4**	**57.1%**
Total						**7**	**100.0%**	**7**	**100.0%**

Data regarding gender evolution over 5 years of the Middle and Senior management ([22])

Managers	2018		2022	
	Number	%	Number	%
Female	1	14%	2	20%
Male	6	86%	8	80%
Total	**7**	**100%**	**10**	**100%**

Refer also to "Women in transport" project (I.5.5. Ensuring efficient and effective communication (internal and external))

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

B. *Geographical balance*

T 1. Officials, TAs and CAs (data at 31/12/2022)

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	0.0%	1	0.5%
Belgian		25	13.4%	19	10.2%	44	23.5%
Bulgarian		1	0.5%	0	0.0%	1	0.5%
Croatian		4	2.1%	0	0.0%	4	2.1%
Cypriot		1	0.5%	0	0.0%	1	0.5%
Czech		1	0.5%	0	0.0%	1	0.5%
Danish		2	1.1%	1	0.5%	3	1.6%
Estonian						0	0.0%
Finnish		1	0.5%	0	0.0%	1	0.5%
French		17	9.1%	14	7.5%	31	16.6%
German		9	4.8%	0	0.0%	9	4.8%
Greek		7	3.8%	1	0.5%	8	4.3%
Hungarian		3	1.6%	0	0.0%	3	1.6%
Irish		1	0.5%	0	0.0%	1	0.5%
Italian		21	11.3%	4	2.2%	25	13.4%
Latvian						0	0.0%
Lithuanian		2	1.1%	0	0.0%	2	1.1%
Luxembourgish						0	0.0%
Maltese						0	0.0%

Nationality		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
Establishment plan posts		Number	% of total staff	Number	% of total staff	Number	% of total staff
Dutch		3	1.6%	0	0.0%	3	1.6%
Polish		7	3.8%	2	1.1%	9	4.8%
Portuguese		4	2.2%	0	0.0%	4	2.2%
Romanian		7	3.8%	2	1.1%	9	4.8%
Slovakian		1	0.5%	0	0.0%	1	0.5%
Slovenian						0	0.0%
Spanish		17	9.1%	3	1.6%	20	10.8%
Swedish		1	0.5%	0	0.0%	1	0.5%
British		3	1.6%	0	0.0%	3	1.6%
Total		**141**	**75.8%**	**45**	**24.2%**	**186**	**100.0%**
Nationality		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
External staff financed from Grants		Number	% of total staff	Number	% of total staff	Number	% of total staff
French		2	28.6%	1	14.3%	3	42.9%
Italian		1	14.3%	0	0.0%	1	14.3%
Romanian		1	14.3%	1	14.3%	2	28.6%
Spanish		1	14.3%	0	0.0%	1	14.3%

– The AACC granted the Brexit exception to 5 UK Nationals as provided for in the Arts 12(2), 47 and 119 of the CEOS.

– ERA may engage citizens from EEA states (Iceland, Liechtenstein and Norway), but does not receive any applications from these countries.

Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality		2018		2022	
Establishment plan posts		Number	%	Number	%
Belgian		41	24%	44	24%

Annex VI. Human and financial resources by activity

Planned (SPD 2022)

Activity	Revenue source	2022			
		Σ FTE	TA	CA + SNE	Budget €
Strategic Statement 1	EU contribution	39.3	35.8	3.5	6,685,676
	Fees and charges	38.8	30.8	8.0	7,038,812
	Grant, C. & SLA	2.3	0.0	2.3	260,000
Strategic Statements 2-3	EU contribution	3.6	3.0	0.6	599,968
Strategic Statement 4	EU contribution	25.1	16.1	9.0	4,334,280
Strategic Statement 5	EU contribution	0.0	0.0	0.0	0
Strategic Statement 6	EU contribution	2.4	2.3	0.1	384,592
Strategic Statement 7	EU contribution	7.8	7.0	0.8	1,938,904
	Grant, C. & SLA	4.0	0.0	4.0	580,735
Strategic Statement 8	EU contribution	51.6	43.7	8.4	8,819,071
Strategic Statement 9	EU contribution	24.9	14.7	8.7	4,182,653
Σ EU contribution		154.7	123.6	31.1	26,945,144
Σ Fees and charges		38.8	30.8	8.0	7,038,812
Total EU contrib. & Fees and Charges		**193.4**	**154.4**	**39.1**	**33,983,956**
Σ Grant, Contr. & SLA		6.3	0.0	6.3	840,735
Grand Total		**199.8**	**154.4**	**45.4**	**34,824,691**

Actuals (CAAR 2022)

Activity	Revenue source	2022			
		Σ FTE	TA	CA + SNE	Budget €
Strategic Statement 1	EU contribution	44.5	39.6	4.9	7,991,947
	Fees and charges	30.5	25.6	4.8	5,678,692
	Grant, C. & SLA	2.0	1.9	0.1	10,000
Strategic Statements 2-3	EU contribution	3.1	2.6	0.5	555,329
Strategic Statement 4	EU contribution	17.6	15.9	1.6	3,307,964
	Fees and charges (²³)	5.8	5	0.7	1,360,120
Strategic Statement 5	EU contribution	0.0	0.0	0.0	0
Strategic Statement 6	EU contribution	2.9	2.9	0	499,118
Strategic Statement 7	EU contribution	8.8	4.1	4.6	2,178,764
	Grant, C. & SLA	3.7	1	2.7	247,451
Strategic Statement 8	EU contribution	42.4	31.5	10.9	7,774,456
Strategic Statement 9	EU contribution	25.9	17.9	8.0	4,627,567
Σ EU contribution		145.2	114.6	30.6	26,935,144
Σ Fees and charges		36.2	30.6	5.6	7,038,812
Total EU contrib. & Fees and Charges		**181.4**	**145.2**	**36.2**	**33,973,956**
Σ Grant, Contr. & SLA		5.7	2.9	2.8	257,451
Grand Total		**187.1**	**148.1**	**39.0**	**34,231,407**

(²³)   Executing SSC (ERA1242) was reassigned from Strategic Statement 1 to 4 during 2022

Annex VII. Fees and Charges

Volumes

Cumulatively since 2019, around 47,600 vehicles have been authorized, 131 Single Safety Certificates and 4 ERTMS Trackside Approvals have been issued. The number of applications received by the Agency is higher than expected and indeed estimated in the impact assessment which accompanied the 4th Railway Package. Moreover, the rate of new applications is still growing exponentially.

The number of SSC applications with an area of operation in one single Member State shows a growing trend, reflecting the applicants' choice of ERA as their preferred safety certification body. The process is well established allowing to cope with all applications within the legal deadlines. In the ERTMS Trackside Approvals domain, the number of approvals issued following the request of the applicants to proceed with the decision is accelerating. The first applications reusing ERTMS trackside solutions were processed in 2022, which is expected to further improve harmonised solutions and interoperability.

The lean and highly efficient process allowing the Agency to process the authorisation for placing on the market of each of "all-EU" freight wagons manufactured for the European market continues to deliver with only 5 FTEs and with an average duration of less than 4 working days.

In the last 5 months of 2022, the Agency has faced two retrofitting programmes with two applicants. One of them, the biggest railway operator in the EU, submitted a bit less than 300 applications to the Agency.

- 46.1% of the related decisions were taken the day of the submission.

- 46.5% were taken one working day after the submission

- 6.3% were taken two working days after the submission

- 1.1% were taken three or more days after the submission

These records reflect a mature process where applicants with the appropriate level of quality and preparation can fulfil their obligations and responsibilities in order to ensure conformity with essential requirements enabling that the vehicle may be placed on the market and may be used safely in the area of use.

Year	Vehicle Authorisations	Single Safety Certificates	ERTMS Trackside Approvals
2022	1861 (17 508 vehicles)	66	2
2021	1307 (14 796 vehicles)	41	2
2020	934 (11 099 vehicles)	20	0

For any information on Fees and Charges budget for 2022, please refer to Annex II, section 1.6.

Regarding information on Human Resources deployed for the OSS applications, please refer to Annex V, section 1.c.

Customer satisfaction

The following chart represents the OSS Services satisfaction levels in the satisfaction survey from the Agency' Service Desk:

Excellent ■ Good ■ Average ■ ■ Poor ■ Very poor

0.1%
1.4%
2.3%
2.7%

28.5%

64.9%
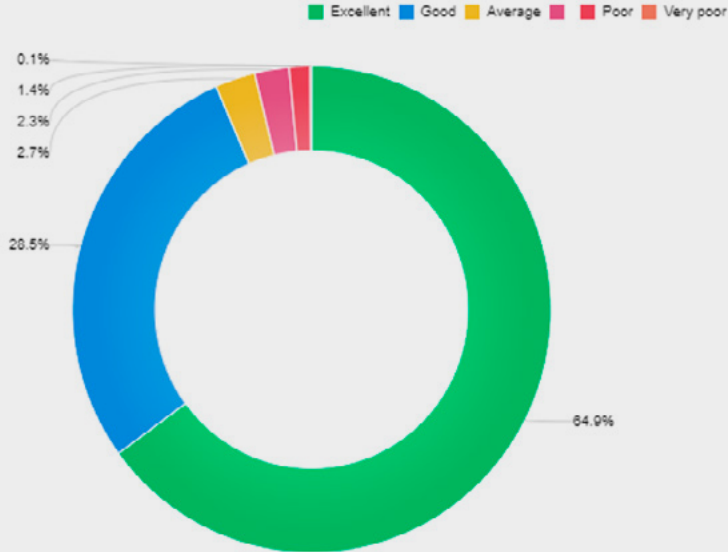
Annex VIII. Grant, contribution or service-level agreements

	Date of signature	Total amount (EUR)	Duration	Counterpart	Short description	Financial and HR impacts	2021	2022
			General information					
Grant Agreements								
1. IPA (2019/410-319)	04/12/2019	450,000	48 months 01/01/2020 – 31/12/2023	DG NEAR	Continuation of pre-accession support to the EU candidates and potential candidates (Western Balkans and Turkey)	Amount (EUR)	0	0
						Nº of CAs	1	1
						Nº of SNEs	0	0
2. EUMedRail (ENI/2016/359-727)	31/12/2016	2,000,000	84 months 01/01/2017 - 31/12/2023	DG NEAR	Implementation of the action EUMedRail - EuroMed Rail Safety and Interoperability Project	Amount (EUR)	300,400	247,450
						Nº of CAs	3	3
						Nº of SNEs	0	0
Total Grant Agreements						Amount (EUR)	300,400	247,450
						Nº of CAs	4	4
						Nº of SNEs	0	0
Contribution Agreements								
1. System Pillar Amendment N°1 (MOVE/C4/SUB/2021-454/S12.852702)	15/07/2021	680,960	16/07/2021 – 01/05/2025	DG MOVE SRD.3	Provide a financial contribution to finance the implementation of the action ERA support to the Railway System Pillar	Amount (EUR)	250,000	0
						Nº of CAs (24)	0	3
						Nº of SNEs	0	0
2. Access to OSS	13/12/2019	20,000	Until the signature of a Cooperation Agreement	Federal Office of Transport (FOT) of Switzerland	Admin. Arrangement between the Swiss Federal Office of Transport and ERA (25)	Amount (EUR)	10,000	10,000
						Nº of CAs		
						Nº of SNEs		
Total Contribution Agreements						Amount (EUR)	260,000	10,000
						Nº of CAs	0	3
						Nº of SNEs	0	0
Service-Level Agreements								
1. ESMA-ERA Accountant SLA (ESM 1095)	20/11/2013 30/06/2015	N/A (26)	12 months, renewed aut. 30/06/2015 – 30/06/2021	European Securities and Markets Authority (ESMA)	Provision of accounting services to ESMA (40% FTE of 1 TA)	Amount (EUR)	35,376	0
						Nº of CAs		
						Nº of SNEs		
Total Service-Level Agreements						Amount (EUR)	35,376	0
						Nº of CAs		
						Nº of SNEs		
Total						**Amount (EUR)**	**595,776**	**257,450**
						Nº of CAs	**4**	**7**
						Nº of SNEs	**0**	**0**

(24) As per Annex III of the Contribution agreement, - One full time project manager in charge of the coordination of ERA experts, sector working groups, and interfacing with the System Pillar governance bodies and the ERJU management
- Plus a total of one full-time equivalent distributed between safety and interoperability expertise.
The recruitment process of the three CAs launched in 2021 was not finalised at end 2021
(25) In exchange of the access granted by the Agency to the OSS, the FOT accepts to pay a service fee, payable annually.
(26) No fixed amount defined, ERA's Accounting Officer (AD10) to serve "two working days per week in order to provide the services of Accounting Office [...] in accordance with ESMA's Financial Regulations and Implementing Rules" – as a consequence, all remuneration and staff costs are borne by ESMA proportionately (2/5th)

Annex IX. Reporting on the amended Contribution Agreement MOVE/C4/SUB/2021-454/S12.852702 – ERA contribution to the System Pillar

Summary and context of the Action

In its role as System authority, the Agency is contributing to the System Pillar activities of the Joint Undertaking Europe's Rail.

The 'Action' relates to the Agency's input to the work on the System Pillar within Europe's Rail.

To compensate the Agency resources allocated to the System Pillar activities, a Contribution agreement MOVE/C4/SUB/2021-454/S12.852702 has been signed with DG MOVE on 15/07/2021.

An amendment N°1 to the Contribution agreement with extension of the contract end date to 01/05/2025, a total estimated cost of 680K€, and 3 FTEs was signed on 08/02/2022.

The action was implemented within the Agency under the service 1240: Management of Innovation and long-term evolution of the Agency.

Actual results

The Agency delivered the following outputs:

- The Agency inputs to the WP7- Governance of the System Pillar
- The Agency contribution to Europe's Rail Master Plan and Annual Work Plans
- The Agency inputs to the Common Business Objectives document and the Strategy working circle
- The Agency inputs to the Operational vision document and the Operational working circle
- The Agency inputs to the Architecture CCS/TMS document and the Architecture working circle
- The Agency needs from Europe's Rail – System Pillar & Innovation Pillar (standardisation & TSI input plan)
- The Agency contributed to the evaluation of the System Pillar call evaluation
- Agency experts participated in the System Pillar Core Group meetings and workshops
- Internal weekly meetings were organised to coordinate the Agency's inputs to the System Pillar Core group

Difficulties encountered and measures taken

The System Pillar activities required availability of Agency experts mostly from the Railway System Department. Unfortunately, the same experts were already fully loaded with TSI 2022 update, and 4th RP activities.

The amended Contribution agreement signed with DG MOVE brought 3 additional CAs to help compensating the lack of experts' availabilities. The recruitment process launched end of 2021 allowed to hire the 3 additional CAs respectively from April, July, and September 2022.

The Agency's contribution to the System Pillar activities were focused on critical matters: KPIs, Change Management, Operational Concept, Governance, Agency needs from Europe's Rail. Specific coordination meetings were organised with Europe's Rail System Pillar Head of Unit and some System Pillar Core Group Members.

Information on the implementation of the Visibility and Communication Plan

Two internal information sessions on the System Pillar were undertaken within the Railway System Department.

The System Pillar were one of the themes discussed and presented during the 2022 ERTMS conference organised by the Agency in Valenciennes in April 2022.

Breakdown of total costs

As per amendment N°1 to contribution agreement

Costs of the 3 additional CAs (K€)	2021	2022	2023	2024	2025	Total
Agreed costs - Amendment N°1 to contribution agreement	0	166.05	225.83	230.34	58.74	680.96
2022 actual costs & 2023 to 2025 forecasts	0	178.08	297.33	308.29	142.25	925.95

Based on the 2022 actual costs, and the 2023 to 2025 forecasts, an amendment N°2 to the contribution agreement was submitted to DG MOVE on 05/12/2022.

As per Service 1240 management

The resources consumed by service 1240 as at end of December 2022 recorded under the Agency project management tool was of 2 560 working hours spread over the Agency contributors.

This represented a total cost of: 611K€ based on an hourly rate of 238.69€

Summary of controls carried out

The action is managed according to the Agency internal processes: IMS, PAD and Internal Control.

- IMS: IMS documentation related to the service 1240 was established and applied.
- PAD: Monthly reports were established and collected by the PAD Unit. The monthly reported elements were consolidated in the Agency dashboard, reviewed by the Agency Management and the Agency Management Board.
- Internal Control: Risks management was undertaken and included as part of the monthly reports.

Request for payment

- No request for payment has been done in 2022.

Work plan and budget forecast for the next reporting period 2023

The results of the internal arbitration process for the SPD 2023 allocated 3.08FTEs to the service 1240 with the following work plan.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
ERA1240						
Management of Innovation and Long-term evolution of the Agency	3.08		€ 14,250		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
					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'

Annex X. Environmental management

The revised SPD guidelines require Agencies to compile and formalise their Environment management policy. To achieve this ambition, the first full Environment management annex (strategy) was drafted during the course of 2022. In this document ERA summarised its commitment to higher policy goals, the measures already in place, as well as the potential future environment management initiatives and actions, taking in consideration the responsibilities of the Agency as a public administration body, while keeping in mind the impact of environmental initiatives on the Agency's limited human and financial resources. Despite these limitations, the Agency is a socially and environmentally responsible organisation which pursues, whenever possible, the adoption and related implementation of environmental measures and initiatives that can be achieved with the available means.

The new Environment management annex (strategy) was approved by the Management Board and published as part of the Agency's SPD 2023-2025 in November 2022 with the same time horizon as the SPD. While the new strategy only starts as from January 2023, some of its initiatives and actions had been anticipated and had already been accomplished by the end of 2022:

- Reducing temperature in the building as agreed/recommended by French authorities, with no possibility for additional electric heating devices

- Repair/replace faulty sensors to solve lights always on in some offices

- Reduce/stop heating and cooling in underutilised spaces, allow for settings management at office level

- Adjust auto-off settings of lights, reducing light level whenever possible, add manual switches for "hard off" (not even activated with motion sensor), consider lights off beyond working hours

- Set-up of ERA Environment (Volunteering) Group to drive dissemination actions, collect ideas and push for the progress of environment actions

In addition to this, in 2022 the Agency demonstrated additional environment achievements:

- Implementation of SYSPER having in view the digitalisation of formerly paper-based processes and reduce paper use

- Reduction in the number of missions and limited use of the Lille premises

- Donation of old laptops to local charities and associations through the Mairie de Valenciennes

Annex XI. Procurement plan

Title	Description	Market ceiling	Type of Contract	Year	Status	Explanation
ISO 9001 certification	Framework contract for the 2nd ISO 9001 re-certification and the ISO certificate's maintenance audits for 4 years: 2023-2026. Year 2022 is the last year covered by the FWC 2016. Thus, in 2022 a new procurement has to be launched to have the FWC in place for 2023-2026. A budget related to the new FWC will have to be planned for 2023 onwards.	40,000 €	Framework Contract	2022	Cancelled	As per MB decision 300, this procurement procedure was cancelled.
Development of training products for the EU Agency for Railways Knowledge HUB	The European Union Agency for Railways intends to provide trainings and training materials via its 'Knowledge Hub' (HUB hereafter). The HUB is part of the ERA Academy. For the HUB we intend to create and maintain a catalogue of training programmes, addressed to a large stakeholder audience, including ERA staff. This call for tenders has the purpose to identify a service partner able to support the Agency in the activities for the HUB.	350,000€	Framework Contract	2022	3 contracts signed	
EXO INNOTRANS STAND BUILDER	The Agency will be present at Innotrans 2022 with a 70sqm. The agency will need a stand designer/builder in order to welcome visitors during this event.	110 000€	Framework contract	2022	Signed	
Technical assistance to ERTMS trackside approval	The Agency shall check that the envisaged technical solutions for trackside equipment containing European Rail Traffic Management System (ERTMS) are fully compliant with the relevant Technical Specifications for Interoperability (TSI) and are therefore fully interoperable.	139,000€	Framework Contract	2022	Published	
Multimodal Freight Conference	As stated in the ERA Communication and Dissemination Plan 2022 (decision 278 adopted by the ERA Management Board in November 2021) and in accordance with strategic statement 2 of the multiannual programme 2022-2024 the Agency, together with Haropa Port as partner, is planning to organise a conference on multimodal freight on 22 June 2022 in Le Havre, France. The event is scheduled during the French EU Presidency and is planned to involve delegates from the French EU Presidency, Members of the European Parliament, the European Commission, focusing on the link between ports and rail to connect the European hinterland.	32,000	Single Contract	2022	Organised	

FRAMEWORK CONTRACTS				To be committed in 2022 (estimates)	paid in 2022
Local Identifier	**User Reference**	**Expiry Date**	**Paid in 2021**		
PMO contract / AMEX - GLOBAL BUSINESS TRAVEL	Travel Agency services (missions)	03/31/2024	15,834.94	50,000	44 170.08
ERA 2017 39 FWC & ERA 2018 27 FWC	Catering services (Lille and Valenciennes)	25/01/2022	3,565.00	20,000	14 830.84
ERA 2018 36 FWC	ASSISTANCE ERTMS TRACKSIDE APPROVAL (Systra/Transurb/Ramboll)	28/04/2023	27,156.00	180,000	24 090.00
ERA 2019 02 FWC	Interpretation services	12/08/2023	73,977.60	350,000	89 652.86
ERA 2019 06 FWC	ESP-EISD6 - Off site IT services	28/07/2024	529,102.92	1,000,000.00	163,161.16
ERA 2021 02 FWC certifer	Consultancy support on Vehicule Authorisations applications	2025	NA	350,000	42 393.76
ESMA 2018 02-1 european dynamics	ESMA ICT Consultance	07/102022	NA	270,000	92 261.09
DG SCIC - SCIC/C1/2018/FWC/02	SCIC EVENT MANAGEMENT SERVICES - LOT 2	23/07/2023	199,893.51	360,000	327,619.94
OC EFSA COM 2019/01	EFSA Development of static and interactive information and storytelling products	28/05/2024	NA	72,000	14 979.12
Eurofound 21-3030-03 FWC 1	Provision of evaluation and feedback services	07/08/2025	0.00	50,000	17 950.00

Annex XII. Final annual accounts

Provisional* annual accounts (assets, liabilities)

* subject to ECA observations to be received by the end of May 2023

	Note	31/12/2022	31/12/2021
A. NON CURRENT ASSETS			
Intangible assets	3.5.2.1	1 569 404	2 467 647
Property plant and equipment	3.5.2.2	383 491	380 551
Land and buildings		44 243	49 733
Plant and equipment		377	515
Computer hardware		294 739	257 040
Furniture and vehicles		31 268	42 008
Other fixtures and fittings		12 864	31 255
Non-current receivables	3.5.2.3	31 898	31 898
TOTAL NON-CURRENT ASSETS		**1 984 793**	**2 880 096**
B. CURRENT ASSETS			
Pre-financing		0	0
Pre-financing with consolidated entities		0	0
Exchange receivables and recoverables	3.5.2.4	5 926 631	3 576 583
Current receivables		947 601	854 396
Sundry receivables		62 707	37 227
Current receivables with consolidated entities		205 482	0
Accrued income with consolidated entities		0	0
Accrued fee income		4 376 469	2 095 315
Accrued income (other)		13 666	0
Deferred charges		320 706	589 645
Non - exchange receivables and recoverables	3.5.2.5	116 292	124 940
Current receivables Member States		116 292	124 940
Other receivables			0
Cash and cash equivalents	3.5.2.6	3 516 447	3 169 907
TOTAL CURRENT ASSETS		**9 559 370**	**6 871 430**
TOTAL ASSETS		**11 544 164**	**9 751 527**

	Note	31/12/2022	31/12/2021
A. NET ASSETS	**3.5.2.7**	**8 705 622**	**7 580 118**
Accumulated surplus/deficit		7 580 118	7 461 409
Economic result of the year-profit+/loss-		1 125 504	118 709
B. NON CURRENT LIABILITIES		**0**	0
Pension and other employee benefits		0	0
Provisions for risks and liabilities		0	0
TOTAL NON-CURRENT LIABILITIES (A+B)		**8 705 622**	**7 580 118**
C. CURRENT LIABILITIES		**2 838 542**	**2 171 408**
Provisions for risks and liabilities	**3.5.2.8**	0	**0**
Accounts payable	**3.5.2.9**	**488 718**	**807 508**
Current payables		0	0
Sundry payables		92 067	0
Accounts payable with consolidated EC entities		396 651	807 508
Prefinancing received from consolidated EC entities		*396 651*	807 508
Other accounts payable against consolidated EC entities		*0*	0
Accrued charges and deferred income	**3.5.2.10**	**2 349 824**	**1 363 901**
Accrued charges		2 340 668	1 363 901
Deferred income		0	0
Other passive accruals & deferrals		0	0
Deferrals and accruals with consolidated EC entities		9 156	0
TOTAL CURRENT LIABILITIES		**2 838 542**	**2 171 408**
TOTAL LIABILITIES		**11 544 164**	**9 751 527**

Statement of financial performance

STATEMENT OF FINANCIAL PERFORMANCE	Note	31/12/2022	31/12/2021
Subsidy received	3.5.3.1	27 523 814	27 948 359
Title 1&2		23 348 444	22 919 909
Title 3		3 586 701	4 835 250
Part of Phare Funds subsidy used in current year		186 293	68 976
Part of EUMEDRAIL pre-financing used in current year		306 118	193 862
Part of System Pilar agreement used in current year		178 080	0
To be reimbursed (Budget outturn)		-81 821	-69 638
Revenue from adjustment/provisions		0	0
NON-EXCHANGE REVENUES	**3.5.3.1**	**27 523 814**	**27 948 359**
Fee income		9 850 423	5 936 230
Fixed Assets related income		0	1 693
Exchange rate differences gains		1 667	73
Bank interest		14 266	529
Income from other exchange operations (3rd parties)		34 111	90 305
Income from consolidated EU entities		422	24 023
EXCHANGE REVENUES	**3.5.3.1**	**9 900 889**	**6 052 853**
TOTAL REVENUES		**37 424 702**	**34 001 212**
Operational expenses	3.5.3.3	5 639 179	6 130 557
Staff and Pension costs	3.5.3.2	25 095 408	23 247 444
Finance costs		4 517	4 372
Other expenses		5 560 095	4 500 129
Property plant and equipment related expenses	3.5.3.2	2 397 047	2 236 384
Other Administrative Expenses	3.5.3.2	3 160 528	2 263 359
Exchange rate differences losses		2 520	387
TOTAL EXPENSES		**36 299 198**	**33 882 503**
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES		**1 125 504**	**118 709**
ECONOMIC RESULT OF THE YEAR		**1 125 504**	**118 709**

Statement of changes in net assets

Capital	Reserves		Accumulated Surplus / Deficit	Economic result of the year	Capital (total)
	Fair value reserve	Other reserves			
Balance as of 31 December 2021	**0**	**0**	**7 461 409**	**118 709**	**7 580 118**
Changes in accounting policies	0	0	0	0	0
Balance as of 1 January 2022 (if restated)	**0**	**0**	**7 461 409**	**118 709**	**7 580 118**
Allocation of the Economic Result of Previous Year	0	0	118 709	-118 709	0
Economic result of the year	0	0	0	1 125 504	1 125 504
Balance as of 31 December 2022	**0**	**0**	**7 580 118**	**1 125 504**	**8 705 622**

Cash flow statement

	2022	2021
Cash Flows from ordinary activities		
Economic result of the year	**1 125 504**	**118 709**
Operating activities		
Amortization (intangible fixed assets) +	925 134	918 211
Depreciation (tangible fixed assets) +	159 865	257 570
Increase/(decrease) in Provisions for risks and liabilities	0	0
Increase/(decrease) in Value reduction for doubtful debts	0	0
(Increase)/decrease in Stock	0	0
(Increase)/decrease in Long term Pre-financing	0	0
(Increase)/decrease in Short term Pre-financing	0	0
(Increase)/decrease in Long term Receivables	0	0
(Increase)/decrease in Short term Receivables	-2 350 047	-1 678 981
(Increase)/decrease in Receivables related to consolidated EC entities	8 648	128 074
Increase/(decrease) in Other Long term liabilities	0	0
Increase/(decrease) in Accounts payable	1 077 990	-355 207
Increase/(decrease) in Liabilities related to consolidated EC entities	-410 856	216 742
(Gains)/losses on sale of Property plant and equipment	0	0
Extraordinary items	0	0
Net cash Flow from operating activities	***536 236***	***-394 882***
Cash Flows from investing activities		
Purchase of tangible and intangible fixed assets (-)	-189 696	-245 435
Proceeds from tangible and intangible fixed assets (+)	0	1 693
Net cash flow from investing activities	***-189 696***	***-243 742***
Net increase/(decrease) in cash and cash equivalents	***346 541***	***-638 624***
Cash and cash equivalents at the beginning of the period	3 169 907	3 808 531
Cash and cash equivalents at the end of the period	3 516 447	3 169 907

Communication Highlights

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