

SHIFT2RAIL JOINT UNDERTAKING

ANNUAL ACTIVITY REPORT 2015



In accordance with Article 20 of the Statutes of the S2R JU annexed to Council Regulation (EU) No 642/2014 and with Article 20 of the Financial Rules of the S2R JU.

The annual activity report will be made publicly available after its approval by the Governing Board.

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FACTSHEET

Name	Shift2Rail Joint Undertaking (S2R JU)
Objectives	<p>The Shift2Rail Joint Undertaking (S2R JU) is a new public-private partnership in the rail sector, providing a platform for cooperation that will drive innovation in the years to come. The S2R JU will pursue research and innovation activities in support of the achievement of the Single European Railway Area and improve the attractiveness and competitiveness of the European rail system.</p> <p>The S2R JU will contribute to:</p> <ul style="list-style-type: none"> • a 50 % reduction of the life-cycle cost of the railway transport system (i.e. costs of building, operating, maintaining and renewing infrastructure and rolling stock); • a 100 % increase in the capacity of the railway transport system; • a 50 % increase in the reliability and punctuality of rail services (measured as a 50 % decrease in unreliability and late arrivals).
Founding Legal Act	Council Regulation (EU) No 642/2014 of 16 June 2014 establishing the Shift2Rail Joint Undertaking ¹ (S2R Regulation)
Executive Director	Mr Christos ECONOMOU, Interim Executive Director
Governing Board	<p><i>EC members (until 31/12/2015):</i></p> <ul style="list-style-type: none"> • Mr João AGUIAR MACHADO, Chair, DG MOVE Director General, subsequently replaced by Mr Henrik HOLOLEI, Chair, DG MOVE Director General • Mr Rudolf STROHMEIER, DG RTD Deputy Director General <p><i>EC alternate (until 31/12/2015):</i></p> <ul style="list-style-type: none"> • Ms Magda KOPCZYNSKA, DG MOVE Director C • Ms Manuela SOARES, DG RTD Director H <p><i>Industry members (until 31/12/2015):</i></p> <ul style="list-style-type: none"> • <i>Mr Nicolas Castres-Saint-Martin (ALSTOM)</i> • <i>Mr Giovanni Bocchetti (ANSALDO STS)</i> • <i>Mr Martin Ertl, replaced by Laurent Troger (BOMBARDIER)</i> • <i>Mr José Gortazar (CAF)</i> • <i>Mr Jerry England, replaced by Mr Andrew Doherty (NETWORK RAIL)</i> • <i>Mr Roland Edel (SIEMENS)</i> • <i>Mr Christian Gregoire (THALES)</i> • <i>Mr Bo Olsson (TRAFIKVERKET)</i> <p><i>Industry alternates (until 31/12/2015):</i></p> <ul style="list-style-type: none"> • <i>Mr Daniel Cadet (ALSTOM)</i>

¹ OJ L 177, 17.6.2014, p. 9

	<ul style="list-style-type: none"> • <i>Mr Antonio Ruggieri (ANSALDO STS)</i> • <i>Mr Markus Dengler, replaced by Mr Martin Ertl (BOMBARDIER)</i> • <i>Mr Aitor Galarza (CAF)</i> • <i>Mr Andrew Doherty, replaced by Mr Graham Hopkins (NETWORK RAIL)</i> • <i>Mr Lars Bergmann, replaced by Mr Matthias Koch (SIEMENS)</i> • <i>Mr Yves Perreal (THALES)</i> • <i>Mr Christer Löfving (TRAFIKVERKET)</i> <p>Other participants (until 31/12/2015):</p> <ul style="list-style-type: none"> • <i>Mr Christos Economou (Interim Executive Director of the S2R JU)</i> <p>Observers (until 31/12/2015):</p> <ul style="list-style-type: none"> • <i>Mr Richard Lockett / Ms Ny Tiana Tournier (European Railway Agency)</i> • <i>Mr Miroslav Haltuf (Chairperson of the States Representatives Group)</i> • <i>Mr Alessandro Violi (Vice-Chairperson of the States Representatives Group)</i> • <i>Mr Manuel Pereira (Chairperson of the S2R JU Scientific Committee)</i> • <i>Mr François Lacôte (Vice-Chairperson of the S2R JU Scientific Committee)</i>
Other bodies	<p>Scientific Committee</p> <p>States Representatives Group</p> <p>Programme Office</p> <p>Innovation Programmes' Steering Committees</p>
Staff	10 (On-going staff recruitment)
2015 Budget	Total voted budget of EUR 48 038 591 in commitment appropriations, of which EUR 45 334 167 for operational expenditure and EUR 2 704 424 for administrative expenditure. Voted budget of EUR 2 704 424 in payment appropriations (for administrative expenditure only. Payment appropriations for operational expenditure were set at 0 as no grants were signed in 2015).
Budget implementation	<p>Operational budget of EUR 45 334 167 in commitment appropriations, and of EUR 0 in payment appropriations.</p> <p>Administrative budget of EUR 1 352 212 in commitment appropriations and of EUR 1 352 212 in payment appropriations.</p>
Grants	No grants were signed by the S2R JU in 2015. However, the European Commission signed seven grants for projects awarded under the general Horizon 2020 Transport Work Programme for 2014, within the Challenge “Smart, green and integrated transport”, call “Mobility for Growth”, topic 2. Rail. This call specified that “selected proposals will contribute to the objectives of the initiative to be implemented under a public-private partnership (Shift2Rail) as they will later be integrated into the activities of this partnership” ² .

²

https://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/main/h2020-wp1415-transport_en.pdf, p.22.

	<p>It is foreseen that the management of four of these projects, worth a total value of € 51,997,759, may be taken over by the S2R JU once it achieves the operational capacity to implement its own budget, in accordance with Article 3.1(b) of the S2R Regulation. Such a transfer would be subject to an amendment of the relevant grant agreements signed by the Commission. The concerned projects are the following:</p> <ul style="list-style-type: none"> • IT2RAIL, EUR 12,000,000, currently managed by DG MOVE • IN2RAIL, EUR 17,998,546, currently managed by DG MOVE • ROLL2RAIL, EUR 16,000,000, currently managed by DG RTD • Smart-Rail, EUR 5,999,213, currently managed by DG MOVE
Strategic Research Agenda	<p>The Shift2Rail Master Plan was adopted by the Governing Board of the S2R JU by decision of 31 March 2015, following its endorsement by the Council on 10 February 2015 (http://ec.europa.eu/transport/modes/rail/doc/2015-03-31-decisionn4-2015-adoption-s2r-masterplan.pdf).</p>
Call implementation	<p>On 17 December 2015, the S2R JU launched the following calls for proposals:</p> <ul style="list-style-type: none"> • H2020-S2RJU-2015-01-CFM • H2020-S2RJU-2015-01-OC • H2020-S2RJU-2016-01-CFM • H2020-S2RJU-2016-01-OC <p>The call documentation was made available on Horizon 2020 Participant Portal: https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/</p>
Participation, including SMEs	<p>Total n° of participations in funded projects: N.A. as no grant agreements were signed by the S2R JU in 2015.</p>

EXECUTIVE SUMMARY

The Shift2Rail Joint Undertaking (S2R JU) is a new public-private partnership under the Horizon 2020 Framework Programme³ established to manage and coordinate research and innovation activities in support of better rail services in Europe.

The S2R JU was officially established on 7 July 2014, following the adoption of Council Regulation (EU) No 642/2014 of 16 June 2014 establishing the Shift2Rail Joint Undertaking (S2R Regulation).

In accordance with Article 19 of the S2R Regulation, until achieving operational autonomy (foreseen in Q2 2016), the S2R JU remained under the responsibility of the European Commission and all its initial operations were run by the Commission, in collaboration with the other S2R JU members and under the guidance of an Interim Executive Director appointed by the Commission.

The year 2015 was devoted to finalising the setting up of this new structure, with a view to launching research and innovation activities as rapidly as possible.

Major progress was made towards this goal in 2015, culminating on 17 December, with the launch of the first S2R JU call for projects, endowed with €170 million to support innovation in railways. The European Union is contributing nearly €90 million to this first call, with the other €80 million being brought by the members of the S2R JU.

Proposals under these calls will be expected to contribute to developing solutions to increase the quality, reliability and punctuality of rail services while also slashing costs and facilitating cross-border travel.

This first batch of calls covers the five Shift2Rail Innovation Programmes and is split into calls reserved for S2R JU members only, for a total value of around €64 million, and open calls for a total value of around €26 million. The open calls will be available to companies, universities, research institutes and others who are not Shift2Rail members.

Christos Economou, the interim Executive Director who has been in charge of setting up the S2R JU welcomed the launch of the first calls as *"an important milestone for the Shift2Rail Joint Undertaking"*. In a press release issued on this occasion, he stated: *"I am convinced the Shift2Rail partners will deliver results that no single company, country or even the European Union as such would achieve alone."*

In order to achieve this goal, the S2R JU had to fulfil the following essential pre-requisites in 2015:

- **Implementation of remaining preparatory actions for S2R JU autonomy:** As a newly established JU under H2020, activities in 2015 remained focused on the establishment and initial operation of the S2R JU, including completing the governance structure of the S2R JU,

³ Council Decision (EU) No 2013/743/EU of 3 December 2013 establishing the specific programme implementing Horizon 2020 (2014-2020), OJ L 347, 20.12.2013, p. 965.

recruiting the core staff of the S2R JU Programme Office, developing the financial and accounting framework of the S2R JU, organising housing arrangements etc.;

- **Adoption of the strategic programming documents of the S2R JU:** One of the first major tasks of the S2R JU was to establish, develop and ensure the effective and efficient implementation of a strategic Master Plan. In 2015, the S2R Master Plan had to be endorsed by the Council before its final adoption by the Governing Board. The adoption of this Master Plan was an essential pre-requisite to the adoption of the S2R JU's first Annual Work Plans and therefore to the launch of the first calls for proposals. The S2R JU members also developed a Multiannual Action Plan, providing a detailed long-term investment plan for meeting the objectives of the Master Plan;
- **Finalisation of the call for associated members of the S2R JU:** The S2R JU's membership consists of the Union, represented by the Commission, the founding members other than the Union, listed in Annex II to the S2R Regulation, and the associated members, which had to be selected through an open and competitive call launched by the Commission. This selection process took place in 2015 and ended in December, following the negotiation of membership agreements between the S2R JU and the successful candidates and the adoption, on 8 December of the Commission Decision on the selection of associated members to the S2R JU. This decision confirmed the selection of 19 associated members from across Europe to work hand in hand with the founding members of the S2R JU in order to achieve the objectives of the S2R Regulation. The finalisation of the membership of the S2R JU was a pre-condition to the launch of the first calls for proposals given that the S2R Regulation distinguishes between those activities that will be implemented by the S2R JU members and those that will be implemented by way of competitive calls for proposals and calls for tenders for non S2R JU members.

The fulfilment of these steps represents important progress towards the achievement of the financial autonomy of the S2R JU in Q2 2016 and the signature of the first Shift2Rail grants in Q3 2016.

INTRODUCTION

The Shift2Rail Joint Undertaking (S2R JU) is a new public-private partnership in the rail sector established under Article 187 of the Treaty on the Functioning of the European Union, providing a platform for the rail sector as a whole to work together with a view to driving innovation in the years to come. The S2R JU was officially established on 7 July 2014, following the adoption of Council Regulation (EU) No 642/2014 of 16 June 2014 establishing the Shift2Rail Joint Undertaking (S2R Regulation) until 31 December 2024. The rules for the organisation and operation of the S2R JU are laid down in the S2R JU Statutes contained in Annex I to the S2R Regulation.

The S2R JU fulfils the criteria for public-private partnerships (PPP) listed in Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020⁴ ("Horizon 2020 Regulation") and Council Decision (EU) No 2013/743/EU of 3 December 2013 establishing the specific programme implementing Horizon 2020 (2014-2020)⁵.

The objective of the S2R JU is to implement an ambitious programme of research and innovation activities in the railway sector in Europe. Those activities should be carried out through collaboration between stakeholders in the entire railway value chain, also outside the traditional rail sector, including SMEs, research and technology centres and universities, and by combining public and private sector funding.

Rail research conducted within Shift2Rail must contribute to addressing the challenges faced by the rail sector, through a comprehensive and coordinated approach to research and innovation focusing on the needs of the rail system and of its users.

In accordance with Articles 1(4) and 2(a) of the S2R Statutes, the Governing Board of the S2R JU adopted, on 31 March 2015, a strategic Master Plan⁶, which identifies the key priorities of Shift2Rail and indicates the main operational and technological innovations that are required to achieve the objectives of the S2R JU. In line with the S2R Regulation and the S2R Master Plan, the rail research performed within the S2R JU will prioritise the following overall objectives:

- Achieve the Single European Railway Area through the removal of remaining technical obstacles holding back the rail sector in terms of interoperability and through the transition to a more integrated, efficient and safe EU railway market, guaranteeing the proper interconnection of technical solutions.
- Radically enhance the attractiveness and competitiveness of the European railway system to ensure a modal shift towards rail through a faster and less costly transition to a more

⁴ OJ L 347, 20.12.2013, p. 104

⁵ OJ L 347, 20.12.2013, p. 965.

⁶ This S2R Master Plan was developed by the Commission services in close cooperation with the 8 Shift2Rail founding members other than the Union and incorporates comments received from stakeholders during numerous individual meetings with sector representatives and a public consultation meeting held on 20 June 2014, to which close to 200 stakeholders took part. The document was first approved by the Governing Board of the S2R JU on 24 September and consequently endorsed by the Council on 10 February and is available at: http://ec.europa.eu/transport/modes/rail/shift2rail_en.htm

attractive, user-friendly (including for persons with reduced mobility), efficient, reliable, and sustainable European rail system.

- Help the European rail industry to retain and consolidate its leadership on the global market for rail products and services by ensuring that Research & Innovation activities and results can provide a competitive advantage to EU industries and by stimulating and accelerating the market uptake of innovative technologies.

1 OPERATIONS

1.1 Key objectives 2015 and associated risks

The general objectives of the S2R JU are to be achieved by means of supporting research and innovation activities by using resources from the public and private sectors. To this end, the S2R JU must organise calls for proposals for supporting research, demonstration and deployment activities.

In 2014, the S2R JU was still in the start-up phase, and no calls for proposals were organised. Therefore, the most important goal of 2015 was to enable the S2R JU to organise its first calls for proposals so that research activities can begin.

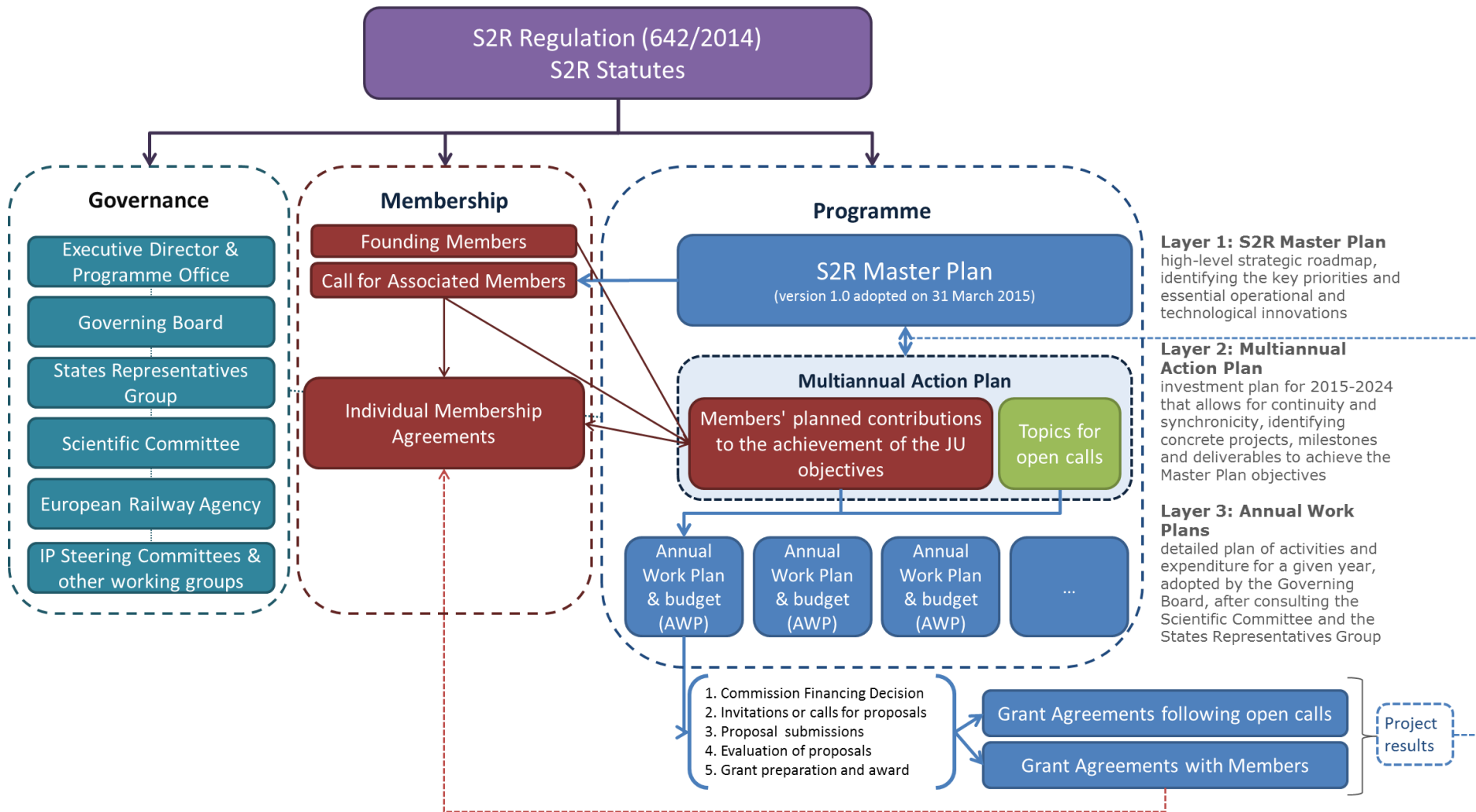
However, in order to achieve this goal, the S2R JU had to fulfil the following essential pre-requisites:

- **Implementation of preparatory actions for S2R JU autonomy:** As a newly established JU under H2020, activities in 2015 remained focused on the setting up of the S2R JU, including completing the governance structure of the S2R JU and fulfilling remaining preparatory actions to lead to the operational independence of the S2R JU;
- **Adoption of the strategic programming documents of the S2R JU:** In accordance with Article 2(1)(c) of the S2R Regulation, one of the first major tasks of the S2R JU is to establish, develop and ensure the effective and efficient implementation of a strategic Master Plan. Developed, in 2014, by the Commission in close cooperation with the 8 Shift2Rail founding members other than the Union and on the basis of a broad stakeholder consultation, the S2R Master Plan had to be endorsed by the Council before its final adoption by the Governing Board in 2015. The adoption of this Master Plan was an essential pre-requisite to the adoption of the S2R JU's first Annual Work Plans given that Article 2(1)(c) of the S2R Statutes foresee that the S2R JU must "*translate the S2R Master Plan into detailed, result-oriented Annual Work Plans, accompanied by detailed investment plans, that allow for continuity, synchronicity, and long-term investment, and ensure its effective and efficient implementation*". Following the adoption of the Shift2Rail Master Plan, the S2R JU members have also developed a Multi-Annual Action Plan, which further details the planned research and innovation activities in order to meet the objectives of the Master Plan;
- **Finalisation of the call for associated members of the S2R JU:** In accordance the S2R Regulation, the membership of the S2R JU consists of the founding members – namely the Union, represented by the Commission, and the founding members other than the Union, listed in Annex II to the S2R Regulation – and associated members of the S2R JU, to be selected according to the procedure set out in Article 4 of the S2R Statutes (Annex I to the S2R Regulation). In accordance with this procedure, a call for associated members to the S2R JU was launched by the Commission, on 7 October 2014. This two-staged selection process was finalised in 2015, with the completion of the evaluation of stage 1 applications, the organisation and evaluation of stage 2 applications, and the negotiation of membership agreements between the S2R JU and the successful candidates. The finalisation of the membership of the S2R JU was a pre-condition to the launch of the first calls for proposals given that the S2R Regulation distinguishes between those activities that will be

implemented by the S2R JU members and those that will be implemented by way of competitive calls for proposals and calls for tenders for non S2R JU members.

The main challenge, therefore, was related to the need to make progress on these three parallel yet interdependent work streams within a tight timeframe and with a still relatively small team, as the S2R JU was still in the start-up phase.

The following diagramme provides a general overview of the processes linked to these three work streams underpinning the launch of the first S2R JU research and innovation activities.



1.1.1 Preparatory actions for S2R JU autonomy

In accordance with Article 19 of the S2R Regulation, until achieving operational autonomy, the S2R JU remains under the responsibility of the European Commission and all its initial operations are run by the Commission, in collaboration with the other members.

Achieving operational autonomy (i.e. achieving the capacity to implement its own budget) is a process that requires the fulfilment of a series of criteria under which the Commission could agree with the S2R JU on the day of the latter's capacity to implement its own budget.

These criteria include the establishment of the bodies of the S2R JU (as listed in Article 5 of the S2R Statutes, namely, the Governing Board, Executive Director, Scientific Committee and States Representatives Group, as well as the Innovation Programmes' Steering Committees foreseen in Article 11 of the S2R Statutes), the adoption of basic legal, administrative and financial documents, procedures and budgets, the recruitment of key staff and the finalisation of housing arrangements. In particular, the date for achieving autonomy of the S2R JU is technically contingent on the deployment of a dedicated ABAC accounting system, which, in turn, is conditional on the recruitment of a number of key staff, including the S2R JU Executive Director.

The operational autonomy of the S2R JU is planned for Q2 2016, when all autonomy criteria are planned to be met.

A number of actions to enable the achievement of the autonomy criteria were already implemented in 2014 (e.g. the establishment of the S2R JU Governing Board and States Representatives Group, or the adoption of the S2R JU Financial Rules).

In 2015, the focus was on the remaining actions to be undertaken, in particular:

- the completion of the S2R JU governance structure, including:
 - the recruitment of the Executive Director of the S2R JU – a procedure which had to be re-launched in May 2015, due to the fact that it was not possible for the Commission to propose a shortlist of candidates to the Governing Board following the process launched in July 2014. A new vacancy notice was consequently published on 27 May 2015 with a deadline of 26 June 2015 to submit applications (more information in section 3.2);
 - the establishment of the Scientific Committee, for which an open call for experts was launched in 2014. The selection of experts had to be finalised and the Committee established with a view to consulting it on the Annual Work Plans of the S2R JU (more information in section 3.4);
- the recruitment and training of other core staff necessary for to ensure the work of the S2R JU Programme Office is carried out in a timely manner and to ensure the implementation of ABAC, as well as the adoption of the staff implementing rules (more information in section 2.6);
- the finalisation of housing arrangements for the S2R JU, with a view to enabling the growing S2R JU team to move into the new S2R JU premises in the White Atrium building in Brussels

before the year end, as well as the provision of necessary equipment and tools (including IT tools) (more information in section 2.5);

- the conclusion of the necessary contracts and/or Service Level Agreements with services of EU bodies to support the administration of the S2R JU (more information in section 2.4);

The main risks associated to the autonomy of the S2R JU were therefore related to:

- further delays in the recruitment of the S2R JU Executive Director;
- possible difficulties in recruiting the core staff;
- possible delays in the works to be carried out in the White Atrium building or with contracts for the delivery of key equipment and tools;

To manage these risks:

- the recruitment procedure of the S2R JU Executive Director was conducted in as short a timeframe as possible in order to ensure that the Commission could present the S2R JU Governing Board with a shortlist of candidates by the end of 2015. In the meantime, to ensure that the duties that are assigned to the Executive Director in the S2R Regulation were carried out effectively until the achievement of operational autonomy, the Commission had designated an interim Executive Director of the S2R JU in accordance with Article 19 of the S2R Regulation;
- additional recruitments were launched to bring in staff to assist with the preparation of legal and financial documents related to the membership and the launch of the first calls for proposals (membership agreements, grant agreements, etc.) and support the work of the S2R JU Programme office to ensure tasks are carried out in a timely manner. New staff has been provided with trainings to ensure that it can rapidly be operational in carrying out the tasks of the S2R JU. Furthermore, the Commission made some additional officials available to support the initial actions of the S2R JU in the transition phase;
- close scrutiny of the works carried out in the White Atrium building and of contracts for the delivery of key equipment and tools was put in place.

1.1.2 Strategic programming

In accordance with Articles 1(4) and 2(a) of the S2R Statutes, the Governing Board of the S2R JU adopted, on 31 March 2015, a strategic Master Plan⁷, which identifies the key priorities of Shift2Rail and indicates the main operational and technological innovations that are required to achieve the

⁷ This S2R Master Plan was developed by the Commission services in close cooperation with the 8 Shift2Rail founding members other than the Union and incorporates comments received from stakeholders during numerous individual meetings with sector representatives and a public consultation meeting held on 20 June 2014, to which close to 200 stakeholders took part. The document was first approved by the Governing Board of the S2R JU on 24 September 2014 and consequently endorsed by the Council on 10 February 2015 and is available at: http://ec.europa.eu/transport/modes/rail/shift2rail_en.htm

objectives of the S2R JU. The S2R Master Plan is a living document that may be updated by the Governing Board of the S2R JU, in accordance with the procedure set out in the S2R Regulation.

The S2R Master Plan is structured around the five following thematic areas or 'Innovation Programmes' ('IPs'):

- IP1: Cost-efficient and Reliable Trains, including high capacity trains and high speed trains;
- IP2: Advanced Traffic Management & Control Systems;
- IP3: Cost-efficient, Sustainable and Reliable High Capacity Infrastructure;
- IP4: IT Solutions for Attractive Railway Services;
- IP5: Technologies for Sustainable & Attractive European Freight.

Given the Master Plan's status as the key strategic document to focus all EU-funded R&I rail-specific efforts in the future, as well as a prerequisite for the adoption of the first S2R JU Annual Work Plans (hereinafter "AWPs") and therefore for the launch of the first calls for proposals, the main risks associated to the development of the Master Plan were related to:

- possible delays in the adoption procedure of the S2R Master Plan and the AWP;
- possible gaps or lack of alignment between the high-level strategic S2R Master Plan and the detailed technical activities planned by the S2R JU members and described in the AWP.

In order to manage these risks, the S2R JU Governing Board decided to work on the development of a multiannual programming document that would translate the S2R Master Plan into concrete actions, milestones and deliverables to be undertaken and produced during the lifetime of the S2R JU.

The aim of this long-term investment plan, the S2R 'Multiannual action plan' (hereinafter "MAAP"), is to provide the framework for the long-term cooperation between all members of the S2R JU and the other participants in S2R JU actions and to ensure that the AWP for any given year is anchored in a long-term approach that guarantees the continuity and synchronicity of all S2R JU R&I activities, in accordance with Article 2(c) of the S2R Regulation. The MAAP therefore had to be adopted prior to the adoption of the first S2R JU AWP.

The Governing Board further established and successfully implemented the following ambitious calendar for the development of the S2R JU strategic programming documents.

13 January 2015	Interim Executive Director circulated a first draft of the scoping paper for the development of the S2R MAAP , based on the detailed technical proposals submitted by the founding members of the S2R JU other than the Union, providing an overview of the work that these members planned to implement within the S2R JU and of the additional competences and expertise that would be required from other members or through open calls.
31 March 2015	S2R JU Governing Board adopted the S2R Master Plan following its

	<p>endorsement by the Council, thereby formalising this high-level strategic document which is to serve as the basis for the development of the S2R MAAP.</p> <p>S2R JU Governing Board approved the guidelines and templates for the second stage of the call for associated members, including the final version of the scoping paper for the development of the S2R MAAP.</p>
7 April 2015	Interim Executive Director invited candidate associated members having successfully passed stage 1 of the selection procedure to submit detailed technical proposals to the S2R MAAP as part of their second-stage applications to the S2R JU.
21 May 2015	Deadline for candidate associated to submit detailed technical proposals to the S2R MAAP as part of their second-stage applications to the S2R JU.
3 July 2015	Deadline for the finalisation of the independent evaluation of detailed technical proposals to the S2R MAAP submitted by candidate associated members as part of the second stage of the call for associated members.
16 July 2015	S2R JU Governing Board reviewed and approved the results of the independent evaluation of the second stage applications to the call for associated members and, on that basis, invited successful candidates to the consultation and negotiation phase with the Interim Executive Director.
30 July 2015	<p>S2R JU provided all members with a note defining the principles and process for the development of the S2R MAAP and the conclusion of individual membership agreements. The process consisted of two parallel and interrelated processes:</p> <ul style="list-style-type: none"> • On the one hand, informal multilateral consultations, involving all founding and pre-selected associated members, with a view to further developing the S2R MAAP. These discussions were organised per Innovation Programme ('IP'), in informal working groups in the form of shadow IP Steering Committees. • On the other hand, formal bilateral consultations with the Executive Director of the S2R JU, with a view to conclude an individual membership agreement. <p>The two processes were organised in parallel and had to feed into each other as, ultimately, the content of the MAAP and of each of the individual membership agreements had to be aligned.</p>
18 – 31 August 2015	First meetings of the shadow Innovation Programme (IP) Steering Committees with a view to developing the S2R MAAP on the basis of the

	scoping paper for the development of the S2R MAAP (outlining the technical proposals of the founding members other than the Union) and on the basis of the technical submissions of the pre-selected associated members.
28 August – 09 October 2015	Development of S2R MAAP by shadow IP Steering Committees and working groups on the different Technology Demonstrators (TDs)
15 September – 27 November 2015	Negotiation of individual membership agreements with founding members other than the Union and pre-selected associated members to determine their overall in-kind contributions to implementing indirect actions for the realisation of the MAAP.
09 – 30 October 2015	Consultation of the Scientific Committee and the States' Representatives Group on the draft S2R MAAP.
3 – 27 November 2015	Integration of comments from the Scientific Committee and the States' Representatives Group on the draft S2R MAAP.
27 November 2015	S2R JU Governing Board approval of the S2R MAAP
27 November 2015 – 11 December 2015	Fine-tuning of the individual membership agreements and of the Annual Work Plans for 2015 and 2016 on the basis of the S2R MAAP as approved by the S2R JU Governing Board.
11 December 2015	S2R JU Governing Board approval of the individual membership agreements and of the Annual Work Plans for 2015 and 2016.

1.1.3 Finalisation of the call for associated members

In accordance with Article 4(2) of the S2R Statutes, "*the associated members of the S2R Joint Undertaking shall be selected through an open, non-discriminatory and competitive call launched by the Commission and subject to a transparent evaluation by the Governing Board*".

In line with this, the Commission launched a call for expression of interest to become associated member of the S2R JU on 7 October 2014⁸.

The call consisted of an open, non-discriminatory and competitive process aimed at identifying and selecting entities with the necessary resources, competences and capabilities to make a meaningful long-term contribution to the S2R JU and to implement the strategic activities foreseen in the S2R Master Plan.

⁸ Commission Decision N° C(2014) 7084 final

It was organised in two stages. The first stage consisted of an identification of candidate associated member profiles, following an evaluation on the basis of the eligibility, exclusion and selection criteria. The second stage consisted of an evaluation and negotiation of detailed technical proposals from these candidates. The call document (Ref. S2R JU/AM/01/2014⁹) listed the conditions and procedures for application, as well as the detailed list of selection and evaluation criteria.

In order to guarantee the fairness of the evaluation process, the S2R JU Governing Board decided to task panels of independent experts to evaluate the applications, both for the first stage and the second stage of the call. At the end of each of these two stages, the S2R JU Governing Board reviewed and validated the results of the independent evaluation.

1.1.3.1 First-stage evaluation

The deadline for first-stage applications was 12 November 2014 at noon (12.00 pm) (Brussels time).

The Commission received 43 applications in response to the call within the deadline for submitting the first-stage applications. These included 27 applications by single legal entities (SLEs) and 16 applications on behalf of consortia.

Out of the 43 applications received in the first stage of the call, two cases of ineligibility were identified while one applicant withdrew in order to avoid an ineligibility issue.

Following the initial evaluation of the selection criteria:

- 16 candidates were considered to fulfil all of the thresholds laid down in the call document, meaning they could be automatically invited to the second stage of the call;
- 7 candidates did not achieve the minimal thresholds of 3 out of 5 for each sub-criterion, meaning their applications were rejected;
- 17 candidates met the minimal thresholds of 3 out of 5 for each sub-criterion, without achieving the overall thresholds regarding the financial and economic and/or operational capacity criteria, meaning that the S2R JU Governing Board could request these candidates to take corrective measures and/or submit additional documentation, in accordance with section 7.4.1 of the call document. A request for additional documentation was sent to these candidates on 23 February 2015, with a deadline of 11 March 2015. The additional documentation received from the candidates was evaluated and scored, once again, by independent experts, on the basis of the same selection criteria as defined in the call document. This evaluation of additional documentation took place from 12 March 2015 to 25 March 2015 and led to the following results for the 17 concerned applicants:
 - 10 applicants were considered to fulfil all of the thresholds laid down in the call document, thereby enabling them to be invited to stage 2;

⁹ <http://ec.europa.eu/transport/modes/rail/news/doc/2014-10-06-shift-to-rail-call/2014-10-06-call-associated-member-s2rju.pdf>

- 7 applicants were considered to fail to achieve the overall financial and operational thresholds, meaning their applications were rejected.

The results of the first stage evaluation were reviewed and validated by the Governing Board of the Shift2Rail Joint Undertaking¹⁰ on 31 March 2015 and resulted in a decision to invite 26 candidates to the second stage of the selection procedure. The results of the evaluation were communicated to the applicants by the S2R JU Governing Board on 7 April 2015.

1.1.3.2 Second stage evaluation

The 26 candidates who were successfully selected as a result of the first stage process received, on 7 April 2015, the templates, guidelines and reference documents for the second stage, as approved by the Governing Board.

In the second stage, candidates were asked to submit detailed technical proposals detailing which Innovation Programmes and cross-cutting areas of the S2R Master Plan they wished to contribute, and how they planned to contribute to the realisation of the objectives of these Innovation Programmes and cross-cutting areas, including a description of the Technology Demonstrators (TDs) they planned to develop.

In order to facilitate the technical consolidation between the proposals of the candidate associated members and the technical proposals of the 8 founding members other than the Union, candidates were also provided with a scoping paper for the draft S2R MAAP. This document was prepared by the Interim Executive Director of the S2R JU, in collaboration with the 8 founding members other than the Union and provided a first prioritisation of the R&I areas identified in the S2R Master Plan, according to the vision of the 8 founding members other than the Union. In this scoping paper, the R&I areas of the S2R Master Plan were translated into proposed Technology Demonstrators (TDs) that the 8 founding members other than the Union proposed to develop.

Candidate associated members were able to submit proposals in areas that were described in the scoping paper or not, as long as they clearly justified their contribution to the S2R Master Plan.

The deadline for submissions was 21 May 2015, noon (12.00 pm, Brussels time). The Commission received 25 second stage applications as one candidate invited to submit failed to do so by the deadline.

Among these, 17 applications were for a single Innovation Programme (sometimes also including cross-cutting activities) and 3 applications were to several Innovation Programmes, submitted in accordance with the general rule for minimum contributions for accession (i.e. proposing an own contribution of at least 2.5% of the total budget of the Innovation Programme ('IP') in which the applicant wishes to participate, in accordance with section 7.2.1 of the call document).

The remaining 5 applications were cross-IP applications, submitted in accordance with Articles 4(5) and 6(1)(c) of Annex I of the S2R Regulation, and section 7.2.2 of the call document, either from

¹⁰ S2R Governing Board Decision N° 1/2015 on the results of the first stage of the call for expressions of interest to become Associated Member of the Shift2Rail Joint Undertaking

railway undertakings and/or infrastructure managers or from candidates fulfilling the same financial criteria as a founding member other than the Union.

Overall, the sum of proposed contributions on indirect actions (projects) reached EUR 309.5 million, i.e. a more than two-time over-subscription compared to the expected overall contribution from associated members to the S2R JU foreseen in Article (4)(2)(a) of the S2R Regulation (EUR 150 million, from which administrative costs need to be deducted).

The evaluation of the applications was conducted by independent experts, per Innovation Programme ('IP').

The experts first assessed and scored the applications individually (this work took place from 22 May to 20 June 2015) before coming together within their respective panels to form a consensus score and a consensus report. The consensus week took place from 29 June – 3 July 2015. Experts from the Commission's railway policy unit (DG MOVE/B2) and from the European Railway Agency were also present during the consensus meetings, which were moderated by staff from the S2R JU and the Commission (DG MOVE/C2 and DG RTD/H2).

At the end of the consensus week, a panel review was held, involving all experts from all panels, to check the consistency of the comments and the scores resulting from the consensus group discussions and, in particular, to review the cross-IP applications.

The independent evaluation of the second stage applications found that 19 candidates out of 25 were successful on at least one of the IPs they had applied for and should therefore be invited to further consultations and negotiations with the Executive Director of the S2R JU, in accordance with the provisions of the call document and the guidelines for the second stage of the call as adopted by the Governing Board.

Among these 19 candidates, 12 were single legal entities and 7 were consortia.

The results of the second stage evaluation were reviewed and validated by the Governing Board of the Shift2Rail Joint Undertaking on 16 July 2015¹¹, and communicated to the applicants on 31 July 2015. The successful applicants were invited to consultations and negotiations with the Executive Director of the S2R JU (see section 1.1.3.4).

In taking its decision on the results of the second stage of the call, the Governing Board reserved the right to organise a second call for associated members in case specific expertise would be missing from the Joint Undertaking.

1.1.3.3 Complaints and evaluation review procedures

At each stage of the call procedure, candidates received an evaluation summary report, providing feedback on the evaluation of their application, including the main strengths and weaknesses which had been highlighted by the independent experts together with a score for each sub-criterion.

¹¹ S2R Governing Board Decision N° 5/2015 of 16 July 2015 on the results of the second stage of the call for expressions of interest to become associated member of the S2R JU

When applicants were informed of a rejection of their submissions by the S2R JU Governing Board, they were at the same time informed of the means of redress (appeal) against that decision.

Two possible means of redress were offered to applicants:

1. An internal complaints procedure, by analogical application of the procedures described in Article 16 of the H2020 Rules for participation ("Evaluation Review Procedure" or "Eligibility Review Procedure").
2. External complaint: Action for annulment before the Court of Justice of the European Union under Article 263 TFEU.

1.1.3.3.1 First stage reviews

Following the communication of the results of the first stage of the call, five requests for Internal Review procedures were received, one concerning an eligibility review and four evaluation reviews.

The complaints were examined, where applicable, either with the support of the Commission's Common Legal Support Service (eligibility review case), or by an evaluation review committee composed of Commission staff outside the departments involved in launching and managing the call for associated members (evaluation review cases).

The analysis of the information supplied regarding the eligibility review concluded that there was insufficient evidence to uphold the complaint. The results of the eligibility review were communicated to the complainant on 9 July 2015.

As regards the complaints about the evaluation of selection criteria, an evaluation review committee meeting took place on 5 June 2015. For three of the cases examined, the review committee concluded that there was insufficient or inadequate evidence to support the complaints. Therefore, the results of the initial evaluation were confirmed. For the fourth case, the review committee concluded that although there was some evidence to support the complaint, the shortcomings were limited to a certain part of the evaluation and did not influence the overall outcome. Therefore no re-evaluation was recommended and the results of the initial evaluation were confirmed. The results of the evaluation review were communicated to the complainants on 26 June 2015.

Following the communication to the complainants of the results of the evaluation review procedure, an action for annulment under Article 263 of the Treaty on the Functioning of the European Union (TFEU) against the Commission was brought by one complainant¹².

1.1.3.3.2 Second stage reviews

Four requests for Internal Review procedures were received following the results of the second stage of the call, all concerning evaluation reviews. In two cases, the review was lodged by applicants who had been selected for at least one of the IPs they had applied for but were requesting a review for

¹² Case T-497/15 Oltis Group a.s. c/ Commission

the IP(s) in which they were not successful. The other two cases concerned entities who did not reach the sufficient thresholds to be selected in at least one IP.

The complaints were examined by an evaluation review committee composed of Commission staff outside the departments involved in launching and managing the call for associated members.

A meeting of the evaluation review committee took place on 20 November 2015 and concluded, for each of the four cases, that there was insufficient or inadequate evidence to support the complaints.

The results of the evaluation review were communicated to the complainants on 8 December 2015.

Until now, no action for annulment was brought under Article 263 of the Treaty on the Functioning of the European Union (TFEU) against the Commission.

1.1.3.4 Negotiation of individual membership agreements

The 19 candidates that successfully passed the second stage of the selection process were invited, by the Interim Executive Director, to consultations and negotiations on the content of a draft membership agreement.

This consultation and negotiation phase was not competitive and consisted mainly of bilateral discussions between the Interim Executive Director and the pre-selected associated members on the scope of their proposed technical and budgetary contributions to the S2R JU. Notwithstanding this, the final selection of the candidate was dependent on the successful conclusion of the membership agreement.

In parallel to the talks with pre-selected associated members, the Interim Executive Director also initiated negotiations with the founding members other than the Union on the content of their membership agreements. Furthermore, since the individual membership agreements contain a qualitative and quantitative description of each member's contribution to the S2R JU, the Interim Executive Director had to ensure that they were complementary and that they were aligned with the detailed activities described in the S2R MAAP.

The first round of meetings took place between the 15th and the 25th of September 2015. The second round of meetings took place between the 2nd and the 20th of November 2015.

Each member's membership agreement is based on a common template adopted by the S2R JU Governing Board on 14 October 2015 to ensure that the individual negotiations were conducted in a harmonised and consistent manner and to guarantee that all members were subject to the same set of rules.

All 19 pre-selected associated members and the 8 founding members other than the Union successfully concluded negotiations with the Interim Executive Director, although, during the negotiations, 6 constituent entities involved in 4 different consortia decided to withdraw from the process.

The 27 membership agreements were approved by the Governing Board on 11 December 2015, following the adoption of the Commission decision confirming the selection of associated members

of the Shift2Rail Joint Undertaking, on the basis of the results of the transparent evaluation by the Governing Board¹³.

1.1.3.5 Final results of the selection procedure

The following table lists the 19 successful associated members to the S2R JU, including their constituent entities in the case of consortia. All in all, the associated members are made up of 59 single entities.

NAME OF ASSOCIATED MEMBER	CONSTITUENT ENTITIES OF CONSORTIA	COUNTRY ¹⁴
AERFITEC Consortium	<i>AERNNOVA AEROSPACE S.A.U.</i>	ES
	<i>FIDAMC</i>	ES
	<i>FUNDACION TECNALIA RESEARCH & INNOVATION</i>	ES
Amadeus IT Group SA		ES
AZD Praha s.r.o.		CZ
Competitive Freight Wagon Consortium (CFW)	<i>Contraffice GmbH</i>	DE
	<i>Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)</i>	DE
	<i>Waggonbau Niesky GmbH</i>	DE
	<i>Centro de Estudios e Investigaciones Técnicas (CEIT)</i>	ES
	<i>Verband der Bahnindustrie in Deutschland (VDB)</i>	DE
Deutsche Bahn AG		DE
DIGINEXT		FR
EUropean Rail Operating community Consortium (EUROC)	<i>Infraestruturas de Portugal, S.A.</i>	PT
	<i>BLS AG</i>	CH
	<i>CP</i>	PT
	<i>Finnish Transport Agency</i>	FI
	<i>ÖBB-Infrastruktur AG</i>	AT
	<i>Polskie Koleje Państwowe S.A. (PKP)</i>	PL
	<i>PRORAIL B.V.</i>	NL
	<i>Rede Ferroviária Nacional (REFER)</i>	PT
	<i>Schweizerische Bundesbahnen (SBB)</i>	CH
	<i>Slovenske železnice (SZ)</i>	SI
<i>Türkiye Cumhuriyeti Devlet Demiryolları (TCDD)</i>	TR	
Faiveley Transport		FR
HaCon Ingenieurgesellschaft mbH		DE
INDRA SISTEMAS S.A.		ES
Kapsch CarrierCom AG		AT

¹³ Commission Implementing Decision (C(2015) 8674 final) of 8 December 2015 on the selection of associated members of the Shift2Rail Joint Undertaking

¹⁴ Country of establishment of the legal entity

Knorr-Bremse Systems für Schienenfahrzeuge GmbH		DE
MER MEC S.p.A		IT
Smart DeMain (SDM) consortium	<i>Strukton Rail BV</i>	NL
	<i>ACCIONA INFRAESTRUCTURAS SA</i>	ES
	<i>Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)</i>	DE
	<i>Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.</i>	DE
	<i>Centro de Estudios de Materiales y Control de Obra S.A</i>	ES
Smart Rail Control (SmartRaCon) consortium	<i>Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)</i>	DE
	<i>Centro de Estudios e Investigaciones Técnicas (CEIT)</i>	ES
	<i>FONDATION DE COOPERATION SCIENTIFIQUE RAILENIUM</i>	FR
	<i>Nottingham Scientific Ltd</i>	UK
Société Nationale des Chemins de Fer Français Mobilités (SNCF Mobilités)		FR
Swi'Tracken consortium	<i>FONDATION DE COOPERATION SCIENTIFIQUE RAILENIUM</i>	FR
	<i>UNIVERSIDADE DO PORTO</i>	PT
	<i>TATASTEEL</i>	FR
	<i>UNIVERSIDAD DEL PAIS VASCO</i>	ES
	<i>UNIVERSIDADE DO MINHO</i>	PT
	<i>VOSSLOH-COGIFER</i>	FR
	<i>INSTITUT FÜR ZUKUNFTSSTUDIEN UND TECHNOLOGIEBEWERTUNG</i>	DE
	<i>EGIS RAIL</i>	FR
	<i>GROUPE EUROTUNNEL SA</i>	FR
	<i>TRONICO ALCEN</i>	FR
Patentes Talgo S.L.U.		ES
Virtual Vehicle Austria consortium+ (VVAC+)	<i>Kompetenzzentrum - Das virtuelle Fahrzeug, Forschungsgesellschaft mbH (Virtual Vehicle)</i>	AT
	<i>FCP Firtsch, Chiari & Partner ZT GmbH</i>	AT
	<i>Getzner Werkstoffe GmbH</i>	AT
	<i>Kirchdorfer Fertigteilverteilung GmbH</i>	AT
	<i>Plasser&Theurer GmbH</i>	AT
	<i>voestalpine Schienen GmbH</i>	AT
	<i>voestalpine VAE GmbH</i>	AT
	<i>Wiener Linien GmbH & Co KG</i>	AT
	<i>AVL List GmbH</i>	AT
	<i>PJM Messtechnik GmbH</i>	AT
	<i>TATRAVAGONKA a.s.</i>	SK
	<i>AC2T research GmbH</i>	AT
	<i>Materials Center Leoben Forschung GmbH</i>	AT

The following sections provide some statistical information on the geographical spread of applications to become associated member to the S2R JU, as well as on the participation of SMEs, of the research community and of actors from the entire rail value chain, including from outside the traditional rail sector.

1.1.3.5.1 Number of candidates and success rates

		Number of applications for membership	Number of entities involved in the applications (taking into account applications in the form of consortia)
Stage 1	Total candidates	43	113
	Successful candidates	26	84
	<i>Success rate</i>	<i>60%</i>	<i>74%</i>
Stage 2	Total candidates	25	83
	Successful candidates	19	65
	<i>Success rate</i>	<i>76%</i>	<i>78%</i>
Membership agreement	Total invited to negotiations	19	65
	Successful negotiations	19	59
	<i>Success rate</i>	<i>100%</i>	<i>91%</i>
Overall success rate		44%	52%

1.1.3.5.2 Geographical balance in the call for associated members (per number of entities involved in the applications)

As can be seen from the below table, 96 out of 113 entities involved in applications to become associated members to the S2R JU were from EU-15 countries. This represents 85% of applications, with less than 9% coming from EU-13 countries.

The final result is that only 7% of associated member entities are from EU-13 countries, with 88% coming from EU-15 and the remaining 5% coming from non-EU countries.

	EU-15	EU-13	Non EU	TOTAL
Total number of entities involved in applications	96	10	7	113
Number of entities having successfully passed Stage 1	74	7	3	84
Number of entities having successfully passed Stage 2	57	5	3	65
Number of entities having successfully negotiated a membership agreement	52	4	3	59
Overall success rate	54%	40%	43%	52%

The following table provides a breakdown of the number of entities involved in applications per country, and their respective success rates. Given that some consortia contain several entities from a same country, the before last column also provides information on the final number of associated members representing a given country.

It can further be seen from this table that the final selection of associated members to the S2R JU represent a total of 15 countries overall. When one also considers the founding members other than the Union, a total of 16 countries are represented within the S2R JU.

Country	Total number of entities involved in associated member applications	Number of successful entities following Stage 1	Number of successful entities following Stage 2	Number of entities having successfully negotiated a membership agreement	Overall success rate	Number of associated members representing the country	Total S2R JU members (associated + founding) representing the country
AT	15	15	15	14	93%	3	3
BE	2	2	1	0	0%	0	0
CZ	4	3	2	1	25%	1	1
DE	15	12	10	10	67%	7	9
ES	23	18	10	10	43%	8	9
FI	1	1	1	1	100%	1	1
FR	20	11	10	9	45%	5	7
IT	5	1	1	1	20%	1	2
LV	1	0	0	0	0%	0	0
NL	4	4	3	2	50%	2	2
PL	2	2	1	1	50%	1	1
PT	4	4	4	4	100%	2	2
RO	1	0	0	0	0%	0	0
SE	0	0	0	0	0%	0	1
SI	1	1	1	1	100%	1	1
SK	1	1	1	1	100%	1	1
UK	7	6	2	1	14%	1	2
CH	2	2	2	2	100%	1	1
NO	1	0	0	0	0%	0	0
TR	4	1	1	1	25%	1	1
TOTAL	113	84	65	59	52%		

1.1.3.5.3 Organisation types in call for associated members

As can be seen from the below table, 49 out of 113 entities involved in applications to become associated members to the S2R JU were from large industry. This represents 43% of applications. A further 18% of applications came from SMEs, 19% from the railway operating community, and 19% from the research community. It should also be noted that some of the entities representing research organisations or the railway operating community are also SMEs.

The final result is that 12% of associated member entities are SMEs, although if one considers also the entities representing research organisations or the railway operating community, which are also SMEs, 24% of associated member entities are in fact SMEs.

	Large industry	SMEs (excluding entities also representing research organisations or railways)	Railway operating community	Research organisations & academia	TOTAL
Total number of entities involved in applications	49	20	22	22	113
Number of entities having successfully passed Stage 1	36	11	19	18	84
Number of entities having successfully passed Stage 2	26	8	17	13	65
Number of entities having successfully negotiated a membership agreement	24	7	14	13	59
Overall success rate	49%	40%	64%	59%	52%

1.2 Research and innovation activities

As the Shift2Rail JU is currently in its set-up phase, it has not yet begun any research activities. The first calls for proposals could only be launched following the completion of the selection of associated members and were successfully launched on 17 December 2015.

However, research activities began as of 1st May 2015 for a number of 'precursor' or 'lighthouse' projects to the Shift2Rail initiative, for which grants were signed, with the Commission, under the general Horizon 2020 Transport Work Programme for 2014, within the Challenge "Smart, green and integrated transport", call "Mobility for Growth", topic 2. Rail. This call, launched by the Commission, specified that "selected proposals will contribute to the objectives of the initiative to be

implemented under a public-private partnership (Shift2Rail) as they will later be integrated into the activities of this partnership”¹⁵.

Seven projects were selected for funding following this call. It is foreseen that the management of four of these projects, worth a total value of € 51,997,759, may be taken over by the S2R JU once it achieves the operational capacity to implement its own budget, in accordance with Article 3.1(b) of the S2R Regulation. Such a transfer would be subject to an amendment of the relevant grant agreements. In the meantime these projects will be managed by the Commission. The other three projects are managed by INEA (the Innovation & Networks Executive Agency) but will also maintain close linkages with S2R JU projects.

The projects are the following:

Project Acronym	Topic	Grant (€)	Start date	Duration	Management
IT2RAIL	MG-2.2	12,000,000	01/05/2015	30	DG MOVE*
IN2RAIL	MG-2.1	17,998,546	01/05/2015	36	DG MOVE*
ROLL2RAIL	MG-2.3	16,000,000	01/05/2015	30	DG RTD*
Smart-Rail	MG-2.2	5,999,213	01/05/2015	36	DG MOVE*
HERMES	MG-2.2	6,705,210	01/05/2015	36	INEA
DESTinationRAIL	MG-2.1	2,997,000	01/05/2015	36	INEA
NeTIRail-INFRA	MG-2.1	5,453,555	01/06/2015	36	INEA
TOTAL		67,153,524			

* Management may be transferred to the S2R JU once it achieves the operational capacity to implement its own budget

1.3 Calls for proposals and grant information

In order to provide a meaningful start to the S2R JU activities and in response to the requests of the S2R JU bodies (Governing Board, States Representatives Group and Scientific Committee), it was decided that the first batch of calls launched by the S2R JU would combine the available commitment appropriations (CA) for operational expenditure (Title 3) from both the S2R JU budgets for 2015 (EUR 45 334 167) and for 2016 (EUR 45 248 848), so that the total financial contribution committed amounted to EUR 90,583,015. The call was launched on 17 December 2015, with a deadline for 17 March 2016.

In the case of S2R JU, as specified in Article 17 of the S2R Statutes, up to 70% of the entire S2R JU budget may be implemented directly by the members of S2R JU (founding and associated members), and their affiliated entities, following calls for proposals that are accessible to members only. At least 30% of the Shift2Rail budget must be implemented through open, competitive calls for proposals or calls for tenders accessible only to entities that are not members of the S2R JU (founding or associated), nor constituent entities of members in the form of consortia or groupings, nor affiliated entities either to the S2R JU members or to the constituent entities of members in the form of

¹⁵ https://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/main/h2020-wp1415-transport_en.pdf, p.22.

consortia or groupings. The aforementioned ratio applies to the overall budget implementation for the duration of the S2R JU, and does not necessarily need to be respected on an annual basis.

In light of this, and in order to fulfil the aforementioned allocation of the Union financial contribution, the S2R JU distinguishes between:

- calls for proposals, which, pursuant to art. 9.5 of Regulation 1290/2013, restrict the type of beneficiary to JU members (founding and associated) and their affiliated entities¹⁶, and;
- open and competitive calls for proposals (or tenders) that are addressed only to entities that are not members of the S2R JU (founding or associated), nor constituent entities of members in the form of consortia or groupings, nor affiliated entities either to the S2R JU members or to the constituent entities of members in the form of consortia or groupings.

The following table provides the list of topics that were published in this first batch of S2R JU.

Topics restricted to S2R JU members		
Topic number	Topic title	Indicative topic value
S2R-CFM-IP1-01-2016	Development of concepts towards the next generation of traction systems and management of wheel/rail adhesion	€ 13 000 000
S2R-CFM-IP1-02-2016	Development of new technological concepts, standard specifications and architectures for train control and monitoring, with specific applications in train-to-ground communications and high safety electronic control of brakes	€ 6 000 000
S2R-CFM-IP2-01-2015	Start-up activities for advanced signalling and automation system	€ 20 000 000
S2R-CFM-IP3-01-2016	Research into enhanced track and switch and crossing system	€ 2 800 000
S2R-CFM-IP3-02-2016	Intelligent maintenance systems and strategies	€ 7 300 000
S2R-CFM-IP4-01-2015	Shopping, booking and ticketing of multimodal travel solutions	€ 3 750 000
S2R-CFM-IP4-02-2015	Travel companion and tracking services	€ 2 250 000
S2R-CFM-IP5-01-2015	Development of functional requirements for sustainable and attractive European rail freight	€ 3 500 000
S2R-CFM-IP5-02-2015	Start-up activities for freight automation	€ 1 600 000

¹⁶ In the case of members in the form of consortia or groupings of legal entities, the individual constituent entities of these consortia or groupings, and their affiliated entities, are eligible to participate in the restricted calls for JU members.

S2R-CFM-IP5-03-2015	Freight propulsion concepts	€ 1 500 000
S2R-CFM-CCA-01-2015	Start-up activities for System Platform Demonstrator Integrated Assessment and socio-economic effects	€ 300 000
S2R-CFM-CCA-02-2015	Energy and sustainability, including noise and vibrations baselines assessment	€1 350 000
S2R-CFM-CCA-03-2015	Integrated Mobility and Safety Management	€ 350 000
TOTAL Calls for members		€ 63 700 000
Topics restricted to non S2R JU members (open calls)		
Topic number	Topic title	Indicative topic value
S2R-OC-IP1-01-2016	Tools and methodologies supporting the development of next generation traction systems, and brakes	€ 1 100 000
S2R-OC-IP1-02-2016	Technology feasibility studies supporting the development of next generation TCMS, and safe control for brakes	€7 000 000
S2R-OC-IP2-01-2015	Threat detection and profile protection definition for cyber-security assessment	€ 1 500 000
S2R-OC-IP2-02-2015	IT virtualisation of testing environment	€1 000 000
S2R-OC-IP2-03-2015	Technical specifications for a new Adaptable Communication system for all Railways.	€ 500 000
S2R-OC-IP3-01-2016	Research into new radical ways of changing trains between tracks	€ 5 000 000
S2R-OC-IP4-01-2016	Interoperability Framework governance, ensuring its market uptake and sustainability	€2 000 000
S2R-OC-IP4-02-2016	Interoperability Framework Converters	€ 1 000 000
S2R-OC-IP5-01-2015	Freight Automation on lines and in yards	€ 1 000 000
S2R-OC-IP5-02-2015	Improved vehicle/train dynamics	€ 1 000 000
S2R-OC-IP5-03-2015	Intelligent freight wagon with predictive maintenance	€ 1 500 000
S2R-OC-CCA-01-2015	Long-term needs of different actors in the railway sector	€ 400 000
S2R-OC-CCA-02-2015	Energy usage, generation and saving approaches	€ 800 000
S2R-OC-CCA-03-2015	Noise reduction methodologies	€ 1 000 000
S2R-OC-CCA-04-2015	Safer infrastructure – improved object detection and prevention of safety critical events and integrated mobility	€ 1 300 000
TOTAL Open calls		€26 100 000

1.3.1 Progress against KPIs / Statistics (Annex C)

An indicative list of KPIs has been elaborated by the Commission aiming at the establishment of 3 groups of indicators, namely:

- Horizon 2020 Key Performance Indicators¹⁷ common to all JTI JUs;
- Indicators for monitoring H2020 Cross-Cutting Issues¹⁸ common to all JTI JUs;
- Key Performance Indicators specific for S2R JU.

They can be consulted in the Annex III to this document. For the most part, there is no measurable progress against these KPIs given that no S2R JU projects were launched in 2015. The statistics with regard to the grants signed under the Work Programme 2014-2015 of Horizon2020, and specifically the Challenge “Smart, green and integrated transport”, call “Mobility for Growth”, topic 2 are integrated in the reporting of the European Commission.

Further S2R JU specific Key Performance Indicators, together with a proper baseline to assess S2R JU technology developments, and their methodology, are to be developed within the study to be performed under future grants awarded under the topics S2R-CFM-CCA-01-2015 'Start-up activities for System Platform Demonstrator Integrated Assessment and socio-economic effects' and S2R-OC-CCA-01-2015 'Long-term needs and socio-economic studies'. A prior information notice for a study on long-term needs and socioeconomic research, also dealing with the development of S2R JU KPIs, has also been published.

1.3.2 Evaluation: procedures and global evaluation outcome, redress, statistics (no. of evaluators, gender, area, etc.)

As the first call for proposals of the S2R JU was only launched on 17 December 2015, with a deadline of 17 March 2016, this section is not applicable. Nonetheless, statistics in relation to the call for associated members and its results have been provided in section 1.1.3.

1.4 Calls for tenders

As mentioned above, in accordance with Article 2 of the S2R Statutes, the S2R JU will financially support research and innovation indirect actions, mainly through grants to its members and to participants through the most appropriate measures, such as procurement or the award of grants following calls for proposals to achieve the programme objectives, in accordance with Regulation (EU) No 1290/2013.

With this respect, the Annual Work Plan 2015 included two topics within its indicative call for tenders (public procurement). The two topics concern benchmarking studies, relevant to a number of Cross-Cutting Activities (CCA):

¹⁷ Based on Annex II to Council Decision 2013/743/EU.

¹⁸ Based on Annex III to Council Decision 2013/743/EU.

- CCA – Long-term needs and socio-economic research
- CCA – Human capital

These studies will be instrumental to frame the work of the S2R JU, in particular in terms of monitoring and evaluation of the activities undertaken by the S2R JU. The budget for the call for tenders will be of € 700 000 (in EU contribution).

The S2R JU published Prior Information Notice (PIN), related to each study¹⁹²⁰, in the Official Journal of the EU, on 29 December 2015. These PIN constitute the Contracting Authority's intention of launching a procurement procedure in the near future. The finalisation and publication of the call for tenders is foreseen for early 2016.

1.5 Dissemination and information about projects results

As mentioned previously, a number of 'precursor' or 'lighthouse' projects to the Shift2Rail initiative were launched as of 1st May 2015, following the award of grants for 7 projects under the general Horizon 2020 Transport Work Programme for 2014, within the Challenge “Smart, green and integrated transport”, call “Mobility for Growth”, topic 2. Rail.

Each of these projects has drafted a dissemination and exploitation strategy document, describing their dissemination approach, objectives and activities, as well as identifying the main target groups, stakeholders, and communication means. The document also defines an exploitation strategy describing how the project intends to strengthen and speed up the market uptake of successful results of the project, including knowledge management and protection measures.

This document also describes how the projects will contribute to the objectives of the S2R JU and how they will interact with other Shift2Rail lighthouse projects and with future S2R JU projects.

A key element of the communication and dissemination strategies of these projects is, of course, the establishment of a website that is open to the public and provides interested stakeholders with key project information, including partners, results, news/events and organisation. All the public deliverables will be published on these websites.

The websites of these seven Shift2Rail precursor projects are the following:

- <http://www.in2rail.eu/>
- <http://www.it2rail.eu/>
- <http://www.roll2rail.eu/>
- www.smartrail-project.eu
- www.destinationrail.eu
- <http://www.hermes-h2020.eu/>
- <http://www.netirail.eu/>

¹⁹ <http://ted.europa.eu/udl?uri=TED:NOTICE:459831-2015:TEXT:EN:HTML>

²⁰ <http://ted.europa.eu/udl?uri=TED:NOTICE:459832-2015:TEXT:EN:HTML&tabId=1>

1.6 Operational budget execution

Since no grants were signed by the S2R JU during 2015, no payments were executed in 2015 towards the operational expenditure. Nonetheless, the entire budget for operational activities was committed with the launch of the calls for proposals under the Annual Work Plan for 2015 on 17 December 2015.

The contracts and agreements resulting from the calls for proposals and contract notices in relation to calls for tenders will be signed and executed in 2016.

As regards the four grant agreements, worth a total value of € 51,997,759, which were signed under the Work Programme 2014-2015 of Horizon2020, and specifically the Challenge “Smart, green and integrated transport”, call “Mobility for Growth”, topic 2, and may be transferred to the S2R JU once it achieves the operational capacity to implement its own budget, pre-financing payments for a total value of € 25,998,879 were made by the Commission (DG MOVE and DG RTD) in 2015.

1.7 In-kind contributions

In accordance with the Article 4 of the S2R Regulation, each member of the S2R JU other than the Union shall make or arrange for its affiliated entities to make its respective contribution. The total contributions from all members other than the Union shall be of at least EUR 470 000 000 over the period laid down in Article 1 (S2R JU has been established until 31 December 2024).

These overall amounts consist of two separate thresholds.

A threshold of EUR 350 000 000 which should consist of:

- Financial contributions from members towards the administrative expenditure (50% of the admin budget of the S2R JU, maximum of EUR 13 500 0000)
- Members' **in-kind contributions to operational activities (IKOP)**, consisting of the costs incurred by them in implementing actions included in the Annual Work Plans less the contribution of the S2R JU and any other Union contribution to those costs.

The second threshold is EUR 120 000 000, which should consist of members' **in-kind contributions towards additional activities (IKAA)** that are outside the Annual Work Plans but contribute to the objectives of the S2R Master Plan.

No IKOP were reported in 2015, as the calls for proposals for S2R JU members were only launched on 17 December 2015. The resulting grants will be signed in 2016, thus the first in-kind contributions from members to indirect actions should be accounted for in the 2016 budget.

No IKAA were reported in 2015 as the S2R JU members only signed their membership agreements, containing their plans for additional activities, in December 2015. As a part of these membership agreements, the members committed themselves to a total IKAA of EUR 163 131 000 throughout the lifespan of the S2R JU, which represents a contribution 36% higher than the threshold defined in the S2R Regulation.

2 SUPPORT TO OPERATIONS

2.1 *Communication activities*

A number of communication activities were organised to ensure political and public awareness about the S2R JU's activities. As a new Joint Undertaking, the main objective was to foster awareness towards EU and national policy makers, as well as stakeholders of the railway sector.

The Commission and the Interim Executive Director of the S2R JU also participated in meetings and conferences organised in Brussels and in some EU Member States in order to disseminate information about S2R JU activities, in particular:

- Participation of the Interim Executive Director in the European Rail Research and Innovation Conference - Prague, March 2015;
- Presentation of the state of play on Shift2Rail in the Horizon 2020 Transport Programme Committee on 21 April 2015;
- Presentation at the ERRAC Plenary meeting in Paris on 28 April 2015
- On 7 May, S2R JU participated in the combined launch event of three Shift2Rail 'precursor' or 'lighthouse' projects (Roll2Rail, IT2Rail and In2Rail) held in Brussels. The event brought together around 200 participants from the rail way sector and other interested stakeholders. The Interim Executive Director gave an introductory speech about the S2R JU and its planned research programme. Following this collective launch ceremony, the S2R JU Programme Office participated in the individual kick-off meetings of each of these three projects held in the afternoon.
- On 11 May, the S2R JU Programme Office participated in the launch event of the fourth 'lighthouse' project, SmartRail, which took place in Delft/The Hague. A presentation was given concerning the links between the project and the S2R JU objectives and future activities.
- 19 May 2015, Smart Rail conference in Amsterdam, the S2R JU Programme Office gave a presentation on S2R JU in the panel on 'Progressing rail in Europe with ERTMS';
- 9 September 2015, Workshop "ICT on trains", the S2R JU Programme Office gave a presentation on S2R JU within a panel on "Information sharing board to ground"; Presentation at the meeting of the EURNEX Advisory Board on 3 June 2015 in Berlin
- A presentation on the state of play of establishment of the S2R JU in a meeting organised by the Italian GIURI (Gruppo informale degli Uffici di Rappresentanza Italiani) on the newly established Joint Undertakings on 10 June 2015.
- Presentation on the state of play of establishment of the S2R JU at the ERRAC Plenary meeting in Brussels on 9 November 2015
- On 8 December 2015, the S2R JU participated in the European Parliament Innovation Summit conjointly with the 6 other JU's. A conjoint Press Release was issued on "European Public Private Partnerships delivering first socio-economic impacts".
- On 17 December 2015, a Press Release was issued by DG MOVE to announce the publication of the first S2R JU Calls for Proposals and to announce the final selection of the associated

members of the S2R JU. This announcement was largely echoed via social media and in the specialised press.

The S2R JU also continued to work on the procedure for the purchase and revamping the S2R JU visual identity and communication materials (www.shift2rail.org website, etc.).

In June 2015, S2R JU signed a specific contract, for Communication with RETELL consortium, under the Framework contract № RTD-L05-2010-INFORMATION PRODUCTS LOT 1 of DG RTD. The value of the contract is 98.929,57 over 12 months, and the contractor is tasked to provide support to S2R JU in Web and Print Communication. The deliverables from the contract include a fully-fledged visual identity for the S2R JU, including a new logo. A specific manual for the use of the new corporate visual identity was developed, together with relevant stationery items, such as business cards, etc. The visual identity will also be used for the new website of the S2R JU, the publications that the S2R JU will prepare, and during events to which the S2R JU will participate, or which will be prepared by its staff.

Once the S2R JU reaches its autonomy, the dissemination of information on the progress of actions and their results will also be included in the overall communication strategy. This strategy, which the S2R JU Programme Office started to develop in Q4 2015 and will continue to develop, in consultation with the S2R JU Governing Board through to Q1 2016, will include specific actions in order to ensure outreach to both stakeholders and public.

Since October 2015, a Communications Officer has been made available by DGMOVE/SRD to support the work of the S2R JU in the setting-up phase and while awaiting the recruitment of the S2R JU's specific Communications Officer and Stakeholders' Relations Project Officer, with a view to developing a communications strategy for the S2R JU, publicising and disseminating information about its programmes and activities, and fostering a strong stakeholders' network.

2.2 Legal and financial framework

The S2R JU legal framework refers to:

- Council Regulation (EU) N°642/2014 of 16 June 2014 establishing the Shift2Rail Joint Undertaking (OJ L 177, 17.6.2014, p. 9).
- Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 — the Framework Programme for Research and Innovation for the period 2014-2020 and repealing Decision No 1982/2006/EC (OJ L 347, 20.12.2013, p. 104), as well as Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for participation and dissemination in Horizon 2020 (OJ L 347, 20.12.2013, p. 81).
- The Financial Rules of the S2R JU, as adopted by the Governing Board of the S2R JU on 30 July 2014 and the revised Financial Rules of the S2R JU, as adopted by the Governing Board of the S2R JU on 11 December 2015.

2.3 Budgetary and financial management

In accordance with Article 19 of the S2R Regulation, the Interim Executive Director of the S2R JU and the European Commission were in charge of executing the S2R JU budget in 2015.

This meant that payments to third parties (beneficiaries, suppliers, staff) were carried out by the Commission from the S2R JU budget lines and administered following the provisions of the Financial Regulation. All financing decisions, budgetary commitments, legal commitments were co-signed by the S2R JU's legal representative – Interim Executive Director – and the Commission's authorising officer by delegation.

The Governing Board of the S2R JU adopted its yearly budget for 2015 on 15 October 2014 and the first amendment to this budget in 11 December 2015. The budgets consist of the statements of revenue and expenditure for each year, together with the staff establishment plans.

The total voted budget of the S2R JU for 2015 was EUR 48 038 591 in commitment appropriations, of which EUR 2 704 424, split equally among the Commission and the non-Commission members, to cover staff costs and administrative expenditures only, and a Union contribution of EUR 45 334 167 to cover operational expenditure of the S2R JU.

The adopted budget for 2015 was in line with the initial estimates from the Commission regarding the budgetary needs during the S2R JU's start-up phase²¹.

In terms of execution of the administrative budget for 2015, the following points should be noted:

- The entire Union contribution towards the administrative expenditure of the S2R JU (EUR 1 352 212) was committed to cover the staff-related costs and other administrative costs of the S2R JU incurred in 2014 and 2015 (in particular costs related to the rental and refurbishment of the White Atrium building, movable property, IT infrastructure and equipment, costs relating to meetings of S2R JU bodies, costs relating to service contracts, expert contracts, etc.)
- As regards the financial contributions from the S2R JU members other than the Union towards the administrative expenditure of the S2R JU, these were budgeted at EUR 1 352 212, in accordance with Article 16(2) of the S2R Regulation, which indicates that the administrative costs of the S2R JU shall be covered through financial contributions divided equally on an annual basis between the Union and the members other than the Union. With regard to the payment of these commitments, the S2R JU Governing Board agreed that:
 - The payment from the founding members other than the Union would be collected in 2 instalments. The first instalment would total EUR 1 014 159, representing three quarters of the total amount and covering the period from January to September 2015. This was collected from the 8 founding members other than the Union by equal shares of EUR 126 770. These contributions were received late in Q4 2015 and early Q1 2016. Therefore,

²¹ COM(2013) 922 final

the first financial commitments of the Commission on behalf of the S2R JU against this part of the budget may only take place in 2016.

- The second instalment would total EUR 338 053, representing the remaining quarter of the total amount. This will be collected, in 2016 from both the 8 founding members other than the Union and the associated members of the S2R JU, proportionally to their overall in-kind contribution to operational activities of the S2R JU.
- As regards to the contribution towards the budget 2014, which remains un-collected, the S2R JU Governing Board agreed that these payments should be claimed by the S2R JU in 2016.

In terms of the execution of the operational budget for 2015, the following points should be noted:

- The entire budget for operational activities was committed with the launch of the calls for proposals under the Annual Work Plan for 2015 on 17 December 2015.
- In line with the timing on the calls for proposals and contract notices, no payments were executed in 2015 towards the operational expenditure. An amendment to the budget was adopted to reflect this revised schedule.
- The first payments in relation to this budget are expected to take place in Q4 2016, with the pre-financing of the first grants.

2.4 Procurement and contracts

In order to reach its objectives and adequately support its operations and infrastructures, the S2R JU allocated funds to procure the necessary services and supplies. In order to make tender and contract management as effective and cost-efficient as possible, S2R JU made use of the SLA (Service Level Agreements) with relevant Commission services, multiannual framework contracts available to it and inter-institutional tenders.

In early 2015, the S2R JU completed SLA agreements with further Commission services to benefit from the already designed mechanisms and tools in its administration:

- SLA with DG HR covering the medical services and training for staff;
- SLA with DG BUDG covering the IT tools used for the financial management of the S2R JU (ABAC) and
- SLA with DG DIGIT on managing interinstitutional procurement procedures on ICT goods and services.

In addition to the SLAs, in 2015 the S2R JU entered into a contract on housing and various works and services accompanying it. The contract on the housing covered the leasing of office space in White Atrium building, where a number of other Joint Undertakings have their offices. The S2R JU joined the already existing contract with other JUs, covering its full lifespan, until 2024. In connection to this contract, some works were conducted in the premises. The costs in 2015 in relation to the rent, works conducted on the premises and on participation to the current infrastructure were the following:

Description	EUR	Recipient(s)
Rent and services on housing	187,047.34 (April – December 2015)	BEBAU LOUISE LLC* KING STREET 1314 19801 WILMINGTON DE UNITED STATES
Works on S2R JU Offices	323,076.72	BEBAU LOUISE LLC* KING STREET 1314 19801 WILMINGTON DE UNITED STATES
Participation to the common infrastructure	38,765.00	OTHER JU's IN WHITE ATRIUM (IMI,ECSEL,CLEANSKY,FCH AND BBI)
Notary Costs	7,340.00	MARCELIS & GUILLEMYN NOTAIRES ASSOC RUE JOSEPH STEVENS 7 1000 BRUXELLES BELGIUM

The S2R JU participated to the joint effort with other JUs on the networks, ICT back office and other support functions. To this purpose, S2R JU concluded a number of Memoranda of Understanding (MoUs) with other JUs and contributed to the cost on the basis of consumption or partition key defined. The tendering of these services has been completed by the signing party, other than the S2R JU, in each MoU. These MoUs, in addition to the ones directly related to the housing, were:

- MoU with IMI2 JU in lead: covering IT services on HR management
- MoU with IMI2 JU in lead: covering Interim staff
- MoU with IMI2 JU in lead: covering IT Services on the spot
- MoU with various JUs: allowing joint recruitment procedures of staff

In addition to the MoUs with the other Joint Undertakings, the S2R JU participated to the inter-institutional tenders managed by:

- DG BUDG on Audit
- DG HR on training and personal development
- DG DIGIT on Network and other ICT equipment (Natacha III)
- DG DIGIT on SAP software maintenance
- DG DIGIT on provision of ICT training course

The majority of the goods and services acquired by the S2R JU in 2015 were ordered under the Framework Contracts available to the S2R JU through its two parent DGs (DG MOVE and DG RTD).

The services and goods, which were not covered or by either already existing Framework Contract directly open to the S2R JU, its parent DGs or via MoUs as detailed above, were tendered out by the S2R JU. S2R JU tenders and contracts above EUR 1 000 in 2015 were:

Description	EUR Contract Value	Type of procedure	Recipient
Purchase of S2R JU logo, web address and trademark, developed by Shift2Rail promoters before the creation of S2R JU	10,877.63	Negotiated procedure for low-value contracts	UNION DES INDUSTRIES FERROVIAIRES (UNIFE) AVENUE LOUISE 221 1050 BRUXELLES BELGIUM
Basic Office Furniture	14,928.60	Negotiated procedure for low-value contracts	BRAND NEW OFFICE TWEEKAPellenSTRAAT 10 1540 HERFELINGEN BELGIUM
Executive Office Furniture	13,173.50	Negotiated procedure for low-value contracts	GISPEN SA CHAUSSEE DE WAVRE 1509 1160 BRUXELLES BELGIUM
Banking Services	0	Open procedure	On-going
Cooperation tool for the creation of Multi Annual Action Plan	2 000	Negotiated procedure for low-value contracts	CNC CENTRO NUOVA COMUNICAZIONE SRL VIA ALESSANDRINI 17 40126 BOLOGNA BO ITALY
Voip telephony equipment	3,973.34	Negotiated procedure for low-value contracts	REALDOLMEN NV A VAUCAMPSLAAN 42 1654 HUIZINGEN BELGIQUE
Voip Licenses	1,401.03	Negotiated procedure for low-value contracts	REALDOLMEN NV A VAUCAMPSLAAN 42 1654 HUIZINGEN BELGIUM
Coffee Machine(s) and	4 799.91	Negotiated	THE COFFEE MACHINE*CAFFE

supplies		procedure for low-value contracts	MOBILE CH DE WATERLOO 1384 D 1180 BRUXELLES BELGIUM
Catering Services	1,381.83	Negotiated procedure for low-value contracts	THON BELGIUM AVENUE LOUISE 91-93 1050 BRUXELLES BELGIQUE
Catering Services	1,622.80	Negotiated procedure for low-value contracts	HOTEL LE LOUISE 40 AVENUE DE LA TOISON D'OR 1050 BRUXELLES BELGIQUE
Catering Services	1,571.81	Negotiated procedure for low-value contracts	JOURDAN BRUSSELS HOTEL SA AVENUE BRUGMANN 27A 1060 BRUXELLES BELGIQUE

2.5 Housing, IT and logistics

In November 2015 the S2R JU moved from the premises of DG MOVE to its new offices in the White Atrium building, located at 56 Avenue de la Toison d'Or in Brussels. The following other previously established Joint Undertakings are also located in the same building: Clean Sky 2, IMI 2, FCH 2, ECSEL and BBI.

The decision to locate the S2R JU in this building is in line with the Commission Communication "la politique d'installation des services de la Commission à Bruxelles et à Luxembourg"²², which clearly recommends the gathering of EU services in a smaller number of larger buildings. In particular, this can be done by enabling EU services to increase their "share" in buildings where they rent only part of the building.

This option also has the advantage of allowing for the development of clear synergies between the EU services (in terms of sharing IT infrastructure, meeting rooms, IT and other support services, secured connection with Commission building, etc.).

The 6 Joint Undertakings have jointly developed a common IT work programme and a common IT Security Policy in the White Atrium building.

²² COM(2007)501

The common IT programme includes a roadmap and a time line, in order to be able to cope with business needs and required updates of networks and equipment. It also includes the criteria and definition for services which are outsourced.

Costs are shared in accordance with a repartition key based on space occupied and staff on duty.

In addition to the common infrastructure, the S2R JU had to buy its own IT equipment which was composed - by end of 2015 - of 11 laptops, three desktops, three printers and one multi-functional device.

Furthermore, the S2R JU had to configure the H2020 IT tools and forms for the launch of the S2R JU calls for proposals. This covered modifications of the proposal templates to reflect the eligibility conditions of the S2R JU calls for proposals and visual identity as well as the preparation of the proposal submission tools. This activity included regular contacts with relevant Commission services (RTD, DIGIT) and agencies (REA) and other JUs and led to the launch of the S2R JU calls for proposals on 17 December.

2.6 Human Resources

In 2015, the temporary agent recruited in 2014 took up office as Budget and Finance Coordinator and Accounting Correspondent. An additional temporary agent was recruited and took up office as the Programme Coordinator.

On top of the 3 contract agents recruited as Programme Manager in 2014, five additional contract agents were recruited. Of these, two took up office in 2015, namely one Legal Advisor and one Human Resources Assistant, while the other three took up office in 2016, namely two Secretaries and one Financial Assistant.

During the start-up phase of the S2R JU, the S2R JU also benefited from the support of a limited number of Commission officials assigned on an interim basis by the Commission, in accordance with paragraph 2 of Article 19 of the S2R Regulation. This included the interim Executive Director, one Secretary, two Policy Officers, one Head of Administration and Finance (as of October 2015) and one Communication Officer (as of October 2015).

The recruitment of the HR assistant in September 2015 enabled the S2R JU to take over the HR function which was until then delegated to the European Commission. This includes the management of personal files, the concrete implementation in the S2R JU of HR-related decisions adopted by the Governing Board (Implementing rules), the organisation and the coordination of selection procedures, the in-boarding of newcomers, the daily HR management etc.

In accordance with the staff establishment plan, in 2016 the S2R JU plans to recruit seven additional staff members: the Executive Director, one Head of Administration and Finance, one Communication Officer, one IT Assistant, two Programme Managers and one Secretary.

Service level Agreements have been prolonged with the relevant Commission services (DG HR and PMO) aiming to facilitate the remuneration, training, etc. of the S2R JU staff. Thanks to these

agreements, staff members had the opportunity to follow in 2015 numerous trainings organised by the Commission mostly related to the H2020 programme and dedicated IT tools.

End 2015, the S2R JU team consisted of 14 staff members, including 8 staff recruited by the S2R JU and 6 support staff on loan from the European Commission.



3 GOVERNANCE

In accordance with Article 5 of Annex I of the Council Regulation establishing the S2R JU, the bodies of the S2R JU are: (a) the Governing Board; (b) the Executive Director; (c) the Scientific Committee; (d) the States Representatives Group.

3.1 Governing Board

The Governing Board of the S2R JU was formally established after the 8 Founding Members of the S2R JU other than the Union listed in Annex II to the S2R Regulation (rail equipment manufacturers Alstom, Ansaldo STS, Bombardier, Construcciones y Auxiliar de Ferrocarriles (CAF), Siemens and Thales, and infrastructure managers Network Rail (UK) and Trafikverket (SE)) formally accepted the S2R Statutes and once all founding members, including the Union, nominated their representatives and alternate representatives to the Board.

In accordance with the S2R Regulation, the S2R JU Governing Board is currently composed of two representatives from the Commission and one representative from each of the founding members of the S2R JU other than the Union. As of 2016, the number of representatives in the Governing Board will be extended to include representatives from the Associated Members, on the basis of the shortlists proposed by the IP Steering Committees.

In line with the provisions of the S2R Statutes, a representative of the European Railway Agency, the chairperson of the States Representatives Group and the chairperson of the Scientific Committee have also been invited to attend meetings of the Governing Board as observers and take part in its deliberations, but with no voting rights.

The composition of the Governing Board in 2015 was as follows:

	Main representative	Alternate
EUROPEAN COMMISSION (DG MOVE)	João Aguiar Machado, replaced by Henrik Hololei	Magda Kopczynska
EUROPEAN COMMISSION (DG RTD)	Rudolf Strohmeier	Manuela Soares
ALSTOM	Nicolas Castres-Saint-Martin	Daniel Cadet
ANSALDO STS	Giovanni Bocchetti	Antonio Ruggieri
BOMBARDIER	Martin Ertl, replaced by Laurent Troger	Markus Dengler, replaced by Martin Ertl
CAF	José Gortazar	Aitor Galarza
NETWORK RAIL	Jerry England, replaced by Andrew Doherty	Jerry England, replaced by Graham Hopkins
SIEMENS	Roland Edel	Lars Bergmann, replaced by Matthias Koch
THALES	Christian Gregoire	Yves Perreal
TRAFIKVERKET	Bo Olsson	Christer Löfving

Five meetings of the Governing Board were organised in 2015:

- 31 March 2015
- 16 July 2015
- 14 October 2015
- 27 November 2015
- 11 December 2015

Asides from dealing with the preparation and adoption of all the basic legal, administrative and financial documents required with a view to achieving operational autonomy, the Board worked on preparing the Shift2Rail Multiannual Action Plan and Annual Work Plans for 2015 and for 2016, which set out the research and innovation priorities of the S2R JU, and on the implementation of the call for Associated Members to the S2R JU.

The following decisions were approved by the Board in 2015:

Number	Date	Title
N° 1/2015	31 March 2015	DECISION ON THE RESULTS OF THE FIRST STAGE OF THE CALL FOR EXPRESSIONS OF INTEREST TO BECOME ASSOCIATED MEMBER OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 2/2015	31 March 2015	DECISION ON THE LAUNCH OF THE SECOND STAGE OF THE CALL FOR EXPRESSIONS OF INTEREST TO BECOME ASSOCIATED MEMBER OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 3/2015	31 March 2015	DECISION ON THE RESULTS OF SELECTION OF THE MEMBERS OF THE SCIENTIFIC COMMITTEE OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 4/2015	31 March 2015	DECISION ON THE ADOPTION OF SHIFT2RAIL MASTER PLAN
N° 5/2015	16 July 2015	DECISION OF THE GOVERNING BOARD ON THE RESULTS OF THE SECOND STAGE OF THE CALL FOR EXPRESSION OF INTEREST TO BECOME ASSOCIATED MEMBER OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 6 /2015	16 July 2015	DECISION OF THE GOVERNING BOARD ON THE STAFF REGULATION AND THE CONDITIONS OF EMPLOYMENT OF OTHER SERVANTS OF THE EUROPEAN UNION (CEOS) IMPLEMENTING RULES
N° 7/2015	16 July 2015	DECISION OF THE GOVERNING BOARD LAYING DOWN GENERAL IMPLEMENTING PROVISIONS ON THE PROCEDURE GOVERNING THE ENGAGEMENT AND USE OF TEMPORARY STAFF UNDER ARTICLE 2(F) OF THE CONDITIONS OF EMPLOYMENT OF OTHER SERVANTS OF THE EUROPEAN UNION
N° 8/2015	16 July 2015	DECISION OF THE GOVERNING BOARD ESTABLISHING S2R JU RULES OF PROCEDURES

N° 9/2015	16 July 2015	DECISION OF THE GOVERNING BOARD LAYING DOWN GENERAL PROVISIONS FOR IMPLEMENTING ARTICLE 43 OF THE STAFF REGULATIONS AND IMPLEMENTING THE FIRST PARAGRAPH OF ARTICLE 44 OF THE STAFF REGULATIONS FOR TEMPORARY STAFF
N° 10/2015	16 July 2015	DECISION OF THE GOVERNING BOARD ON GENERAL PROVISIONS FOR IMPLEMENTING ARTICLE 87(1) OF THE CONDITIONS OF EMPLOYMENT OF OTHER SERVANTS OF THE EUROPEAN UNION AND IMPLEMENTING THE FIRST PARAGRAPH OF ARTICLE 44 OF THE STAFF REGULATIONS
N° 11/2015	16 July 2015	DECISION OF THE GOVERNING BOARD DELEGATING THE POWERS CONFERRED BY THE STAFF REGULATIONS ON THE APPOINTING AUTHORITY AND BY THE CONDITIONS OF EMPLOYMENT OF OTHER SERVANTS OF THE EUROPEAN UNION ON THE AUTHORITY EMPOWERED TO CONCLUDE CONTRACTS OF EMPLOYMENT TO THE EXECUTIVE DIRECTOR OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 12/2015	26 August 2015	DECISION OF THE GOVERNING BOARD ON THE DRAFT ANNUAL WORK PLAN FOR 2015
N° 13/2015	26 August 2015	DECISION OF THE GOVERNING BOARD ON THE DRAFT ANNUAL WORK PLAN FOR 2016
N°14/2015	14 October 2015	DECISION OF THE GOVERNING BOARD ON THE TEMPLATE MEMBERSHIP AGREEMENT OF THE SHIFT2RAIL JOINT UNDERTAKING
N°15/2015	27 November 2015	DECISION OF THE GOVERNING BOARD ADOPTING THE MULTI-ANNUAL ACTION PLAN OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 15bis/2015	27 November 2015	DECISION OF THE GOVERNING BOARD ON THE RESULTS OF THE INTERNAL COMPLAINTS PROCEDURE RELATING TO THE SECOND STAGE OF THE CALL FOR EXPRESSION OF INTEREST TO BECOME ASSOCIATED MEMBER OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 16/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ON THE ANNUAL WORK PLAN FOR 2015
N° 17/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ON THE ANNUAL WORK PLAN FOR 2016
N° 18/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ADOPTING THE AMENDMENT NUMBER 1 TO THE BUDGET 2015
N° 19/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ADOPTING THE SHIFT2RAIL JOINT UNDERTAKING'S BUDGET FOR 2016
N° 20/2015	11 December 2015	DECISION OF THE GOVERNING BOARD AMENDING GOVERNING BOARD DECISION N° 1/2014 OF 30 JULY 2014 ADOPTING THE RULES OF PROCEDURE OF THE GOVERNING BOARD OF THE SHIFT2RAIL JOINT UNDERTAKING

N° 21/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ADOPTING THE REVISED FINANCIAL RULES OF THE SHIFT2RAIL JOINT UNDERTAKING
N° 22/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ON THE PRACTICAL ARRANGEMENTS FOR IMPLEMENTING REGULATION (EC) NO 1049/2001 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL REGARDING PUBLIC ACCESS TO DOCUMENTS
N° 23/2015	11 December 2015	DECISION OF THE GOVERNING BOARD ON THE APPROVAL OF MEMBERSHIP AGREEMENTS

3.2 Executive Director

The recruitment process for the position of Executive Director was initially launched on 25 July 2014 (vacancy notice COM/2014/10363). The vacancy notice was published on the website of EPSO and the website run by the Shift2Rail promoters. The deadline for applications was 22 September 2014. 44 applications were received. However, the Commission concluded the selection process without proposing any short list of candidates to the S2R JU Governing Board. The vacancy notice was consequently republished on 27 May 2015 with the deadline to submit applications of 26 June 2015.

By the deadline, 56 applications were received, all from EU citizens. Seven of the 56 applications came from women. 11 candidates were called for an interview with the pre-selection panel and the interview process was completed on 3rd September. 1 candidate withdrew his application and was therefore not interviewed.

On 15 October, the CCA (the European Commission Consultative Appointment Committee) selected 2 candidates. These two candidates were called for an interview with Commissioner Violeta BULC on 4 November.

On 11 November, the College proposed a shortlist with these 2 candidates, which was transmitted to the S2R JU Governing Board members on the very same day.

On 10 December, the S2R JU Governing Board interviewed the 2 candidates and concluded that a choice was to be made between 2 highly qualified candidates. The Governing Board decision was postponed to the first Governing Board meeting of 2016.

In the meantime, in accordance with Article 19 of the S2R Regulation, Mr. Christos Economou, who was appointed by the European Commission as Interim Executive Director on 9 July 2014, continued to fulfil the functions of the Executive Director.

3.3 States Representatives Group

Following the entry into force of the S2R Regulation, Members States and countries associated to the Horizon 2020 framework programme were asked to nominate their representatives to the States Representatives Group, in accordance with Article 14 of the S2R Statutes. To date, 30 countries have nominated representatives to the Group. The list is as follows:

Country	Name	First Name	Organisation
Albania	Nako	Paulina	Marketing Chief of the Business Unit, Ministry of Albanian Railways
Austria	Krautsack	Sarah	Austrian Federal Ministry for Transport, Innovation and Technology
Austria	Rohowetz	Hans	FFG - Austrian Research Promotion Agency
Austria	Eisner	Christian	Permanent Representation of Austria to the EU
Belgium	Geens	Peter	FOD Mobiliteit en Vervoer
Bulgaria	Kardjeva	Anna	Ministry of Transport and Information Technologies and Communications
Bulgaria	Yancheva	Tonka	Ministry of Transport and Information Technologies and Communications
Croatia	Lazor	Damir	Ministry of Maritime Affairs, Transport and Infrastructure
Croatia	Abramovic	Borna	University of Zagreb
Cyprus	Lambrinos	Michael	Public Works Department, Ministry of Communications & Works
Cyprus	Savva	Aristotelis	Public Works Department, Ministry of Communications & Works
Czech Republic	Haltuf	Miroslav	Independent expert, H - Comp consulting
Czech Republic	Pavel	Michal	Chief Research Specialist, AZD Praha
Denmark	Selsmark	Niels	Danish Transport Authority and Construction Agency
Denmark	Jelin	Adnan	Danish Transport Authority and Construction Agency
Estonia	Haidak	Toomas	Ministry of Economic Affairs and Communications
Finland	Hilksa	Lassi	Ministry of Transport and Communications
Finland	Manninen	Ari-Pekka	Ministry of Transport and Communications
France	Cheron	Christophe	Ministère de l'Écologie, du Développement durable et de l'Énergie
France	Coupe	Charlotte	Ministère de l'Écologie, du Développement durable et de l'Énergie
France	Chevalier	Benoît	Ministère de l'Écologie, du Développement durable et de l'Énergie
Germany	Küpper	Wolfgang	Head of Unit LA 10, Railway Policy, at the Federal Ministry of Transport and Digital Infrastructure
Germany	Schweinsberg	Ralf	Vice President of the Federal Railway Authority.
Greece	Fragoulopoulou	Catherine	Ministry of Infrastructure, Transport and Networks
Greece	Dionelis	Christos	OSE S.A.
Hungary	Gecse	Gergely	Ministry of National Development - Department for Transport Infrastructure
Ireland	Morrissey	Michael	EU Coordination Department of Transport, Tourism and Sport
Ireland	Flynn	Bob	Enterprise Ireland
Italy	Morandi	Georgio	Ministero delle Infrastrutture e dei Trasporti - Dipartimento Trasporti nel Gruppo mobilità urbana
Italy	Violi	Alessandro	Ministero delle Infrastrutture e dei Trasporti - Dipartimento Trasporti nel Gruppo consultivo a supporto dell'impresa comune Shift2Rail
Latvia	Riekstiņš	Māris	Deputy Director of the Department of Railway, Ministry of Transport
Latvia	Jaunzems	Aivars	Member of the Latvian Transport Development and Education Association

Latvia	Kabaškins	Igors	Board Chairman of the Latvian Transport Development and Education Association, Professor of the Transport and Telecommunication Institute
Lithuania	Tamulis	Vidmantas	Head of the Railway Transport Division of the Water and Railway Transport Policy Department of the Ministry of Transport and Communications
Lithuania	Bekišas	Tomas	Chief Specialist of the Strategic Planning Division of the State Railway Transport
Luxembourg	Poeker	Jeannot	Inspecteur Principal
Luxembourg	Bissen	André	Inspecteur Principal
Moldavia	Mazur	Cristina	First Secretary, Mission of the Republic of Moldova to the EU
Netherlands	van der Burg	Rob	Ministry of Infrastructure and Environment, department Rail Transport
Netherlands	Van Wortel	Monique	Ministry of Infrastructure and Environment, department Rail Transport
Norway	Andgard	Anders	Norwegian Ministry of Transport and Communications
Portugal	Afreixo Nunes da Cruz	José Manuel	Instituto da Mobilidade e dos Transportes, I.P.
Portugal	Arrobe Cândido	Emídio José	Instituto da Mobilidade e dos Transportes, I.P.
Romania	Anoaiaca	Dragoș	Ministry of Transport
Romania	Păduroiu	Beatrice	European Affairs Councillor, Ministry of National Education
Romania	Seicean	Claudiu	Thales Romania
Slovakia	Magdechová	Katarína	Ministry of Transport, Construction and Regional Development of the Slovak Republic
Slovakia	Dadajová	Andrea	Permanent Representation of the Slovak Republic to the EU
Slovenia	Pregl	Miloš	Ministry of Infrastructure
Spain	Monteagudo	José Miguel	Ministry of Transport
Sweden	Wallgren	Christine	Swedish Governmental Agency för Innovation Systems
Sweden	Fransson	Marina	Ministry of Enterprise and Innovation
Sweden	Sanden	Henrik	
Turkey	Ay	Mustafa	TUBITAK
Turkey	Melik	Serhat	TUBITAK
Ukraine	Kulachok	Volodymyr	Head of Division of Economic Analysis in Rail Sector / ministry of Infrastructure
United Kingdom	Brown	Chris	Rail Research and Innovation Manager, Rail Executive of the UK Department for Transport
United Kingdom	Brennan	Martin	The Rail Safety and Standards Board (RSSB) - H2020 Lead European Programmes

In 2015, two meetings of the States Representatives Group (SRG) were held:

- On 29 April 2015, the second formal meeting of the SRG took place. Besides from the update by the Interim Executive Director on the state of play of setting up the S2R JU, the meeting was mainly dedicated to the discussion and opinion on the draft Annual Work Plans for 2015 and for 2016.
- On 22 October 2015, the third formal meeting of the SRG took place. Besides from the update by the Interim Executive Director on the state of play of setting up the S2R JU, the meeting

was mainly dedicated to the discussion and opinion on the draft S2R MAAP, as well as to a discussion on the SRG working methods to ensure synergies with similar research activities carried out under Horizon 2020 or at national and regional level.

3.4 Scientific Committee

The S2R JU launched the selection procedure of its Scientific Committee on 21 October 2014 through the publication of an open call for expression of interest, in accordance with Article 13 of the S2R Statutes. The call document (Ref. S2R JU/SC/01/2014²³) lists the eligibility conditions, evaluation and selection criteria and procedures for applications. The deadline for applications was 22 December 2014.

The call was published on the website of DG MOVE and the website of the Shift2Rail promoters (www.shift2rail.org). In accordance with the S2R Regulation, the call was also advertised through the ERRAC technology platform, the European Railway Agency and the States Representatives Group, who were invited to nominate potential candidates.

The selection panel completed the evaluation of the applications in February 2015 and the Governing Board decided on 31 March 2015 on the final selection of the successful candidates to appoint in the S2R JU Scientific Committee as well as on the constitution of a reserve list. In accordance with this Decision, the following twelve experts constitute the Scientific Committee of the S2R JU:

- DI FEBBRARO Angela
- IWNICKI Simon
- LACÔTE François
- MOLKOVA Tatiana
- NASH Chris
- PEREIRA Manuel
- PIERIEGUD Jana
- PYRGIDIS Christos
- SANZ BOBI Juan de Dios
- SCHNIEDER Eckehard
- SÖYLEMEZ Mehmet Turan
- STICHEL Sebastian

The following six experts constitute the reserve list of the Scientific Committee of the S2R JU:

- AMSLER Yves
- GRONALT Manfred

²³ <http://ec.europa.eu/transport/modes/rail/news/doc/2014-10-22-shift-to-rail-call/call-members-scientific-committee.pdf>

- KORPANEC Imrich
- PROFILLIDIS Vassilios
- RICCI Stefano
- SALANDER Corinna

The S2R JU Scientific Committee held its first meeting on 28 May 2015. During this meeting, the Scientific Committee adopted its rules of procedure, appointed a Chairman and Vice-Chairman, and held a first discussion on the draft Annual Work Plans for 2015 and for 2016.

A second meeting of the S2R JU Scientific Committee was held on 15 October 2015. Besides from the update by the Interim Executive Director on the state of play of setting up the S2R JU, the meeting was mainly dedicated to the discussion of the draft S2R MAAP, the opinion on the draft Annual Work Plans for 2015 and for 2016 and a discussion on general working methods of the Scientific Committee.

3.5 Innovation Programme's Steering Committees

The Shift2Rail Regulation foresees the establishment of Steering Committees for each Innovation Programme (Article 11 of the Statutes). However, these could only be established once the associated members had been selected and signed their membership agreement.

While awaiting the formal establishment of the IP Steering Committees, informal working groups were established for each IP in the form of shadow IP Steering Committees.

The first meetings of the shadow IP Steering Committees were held from 24 to 27 August 2015.

Each shadow IP Steering Committee was composed of representatives of the founding members other than the Union and of pre-selected associated members that are active in that IP. The shadow IP Steering Committees were co-chaired by a representative of the S2R JU or the Commission and by a technical coordinator from one of the S2R JU founding members other than the Union.

The objective of the shadow IP Steering Committees was to work on the development of the S2R MAAP and of the AWP for 2015 and 2016. Several meetings of the shadow IP Steering Committees, as well as of sub-working groups dealing with the different Technology Demonstrators ('TDs') were organised between the end of August and the end of November, to this end.

A shadow System Group was also established with a view to ensuring a systems approach across all IPs. The shadow System Group was responsible for the coordination of the processes between the IPs (e.g. standard approach and templates). It also discussed the content of the cross-cutting activities.

Decisions of the shadow IP Steering Committees were taken by consensus, where necessary with the representatives of the Commission and/or of the S2R JU acting as mediator.

With a view to preparing the formal establishment of the IP Steering Committees in early 2016, the S2R JU Governing Board discussed, on 14 October 2015, a draft common model for the rules of

procedure of the Steering Committees, which should be adopted by the Governing Board in accordance with Article 8(k) of the Shift2Rail Statutes.

3.6 European Railway Agency

Article 12 of the Shift2Rail Statutes clarifies the areas of cooperation between the Shift2Rail Joint Undertaking and the European Railway Agency (ERA). In order to ensure that sufficient cooperation could be established with the European Railway Agency, the rules of procedures of all relevant groups established by the Shift2Rail Joint Undertaking foresee the participation of representatives from the ERA (either as observers or direct members of these groups).

As a result, staff members of ERA have been participating in all meetings of the S2R JU Governing Board (cf. 3.1) but also in the meetings of shadow IP Steering Committees, which were tasked with the drafting of the Multi-Annual Action Plan and the first S2R JU Annual Work Plans (2015 and 2016).

In addition, regular coordination meetings have been organised between the Shift2Rail Programme Office, the ERA and the European Commission in order to establish an appropriate process to ensure the full participation of the Agency and guarantee that the objectives listed under Article 12 of the Shift2Rail Statutes are met.

4 INTERNAL CONTROL FRAMEWORK

4.1 Financial Procedures

As the S2R JU has not yet obtained its financial autonomy, the budgetary and financial management of the S2R JU is integrated in EC DG Mobility and Transport financial management, according to the Commission's financial procedures. The S2R JU manual of Financial Procedures will be prepared in line with Article 17(3) of the financial rules of the S2R JU and incorporated to the "Financial Autonomy Package", which should be endorsed by the Governing Board before the financial autonomy. The main purpose of the document is to identify actors, describe the financial circuits and detail procedures regarding the implementation of the S2R JU budget. The financial circuits will take into account the structure of S2R JU and the risks associated with the management environment. They will be established in order to comply with the mandatory steps of the processing of financial transactions.

4.2 Ex-ante Controls on operational Expenditure

No operational expenditures were executed in 2015, thus no ex-ante controls on these were implemented.

4.3 Ex-post Control of Operational Expenditure and Error Rates Identified

N.A.

4.4 Audit of the European Court of Auditors

N.A.

4.5 Internal Audit

N.A.

4.6 Risk management and conflict of interest

During 2015, the S2R JU risk management was integrated in the EC DG Mobility and Transport Risk management.

Within the Commission Risk Management is defined as:

"A continuous, proactive and systematic process of identifying, assessing, and managing risks in line with the accepted risk levels, carried out at every level of the Commission to provide reasonable assurance as regards the achievement of the objectives" .

For the purpose of implementing the requirements of Article 23 of its constituent act pertaining to the prevention of conflicts of interest, the S2R JU liaised with the relevant services of the Commission's DG HR during the fourth quarter of 2015. As a result, it is foreseen that rules governing conflicts of interest in respect of the S2R JU's members, bodies, staff and seconded staff, as well as its Governing Board members will be adopted in 2016.

4.7 Compliance and effectiveness of Internal Control

The Internal Control Standards and the Internal Control Framework are under preparation.

The Internal Control Framework (ICF) will help the S2R JU to address different types of management issues and risks, so that reasonable assurance regarding the proper execution of the whole operational system can be gained.

The Internal Control Standards (ICS) will be based on the Commission's ICS and adapted to the S2R JU's context and specificities. ICF and ICS will be formally adopted by the Governing Board before the S2R JU reaches its financial autonomy.

5 MANAGEMENT ASSURANCE

5.1 Assessment of the Annual Activity Report by the Governing Board

The Executive Director submits the draft Annual Report to the Governing Board for assessment and approval. Once approved by the Governing Board, the Annual Report is made publicly available. No later than 1 July of each year the Annual Report together with its assessment shall be sent by the Executive Director to the Court of Auditors, to the Commission, to the European Parliament and the Council.

The Board is of the opinion that this document sets out the relevant highlights of the implementation of the 2015 activities of the Joint Undertaking from both an administrative and operational point of view.

The document reflects the important progress made towards achieving the operational autonomy of the S2R JU in 2015 and clearly sets out the realisations of the S2R JU in comparison to the annual work plan for 2015.

The Board in particular welcomes the fact that the S2R JU achieved its main goal for 2015, with the successful launch of the first Shift2Rail calls for proposals, which includes both calls for proposals for S2R JU members and calls for proposals for non-members, thereby paving the way for the first S2R JU grants to be signed in 2016.

Furthermore, the Board welcomes the fact that the S2R JU has put all the necessary elements in place to ensure that the S2R JU can achieve the capacity to implement its own budget in the second quarter of 2016.

The level of achievement is therefore considered satisfactory.

5.2 Elements supporting assurance

As the S2R JU had not yet obtained its financial autonomy in 2015, the budgetary and financial management of the S2R JU remained fully integrated in the Commission's DG Mobility and Transport financial management.

5.3 Reservations

N.A.

5.4 Overall conclusion

During 2015, the budgetary and financial management of the S2R JU remained fully integrated in the Commission's DG Mobility and Transport financial management. There is therefore no declaration of assurance to be provided by the S2R JU.

Upon autonomy the S2R JU will apply an Internal Control Framework (ICF) and follow a set of Internal Control Standards (ICS), to address management issues and risks, and define processes that aim to provide reasonable assurance to the Governing Board regarding the proper execution of the whole operational system and the achievement of the S2R JU's objectives.

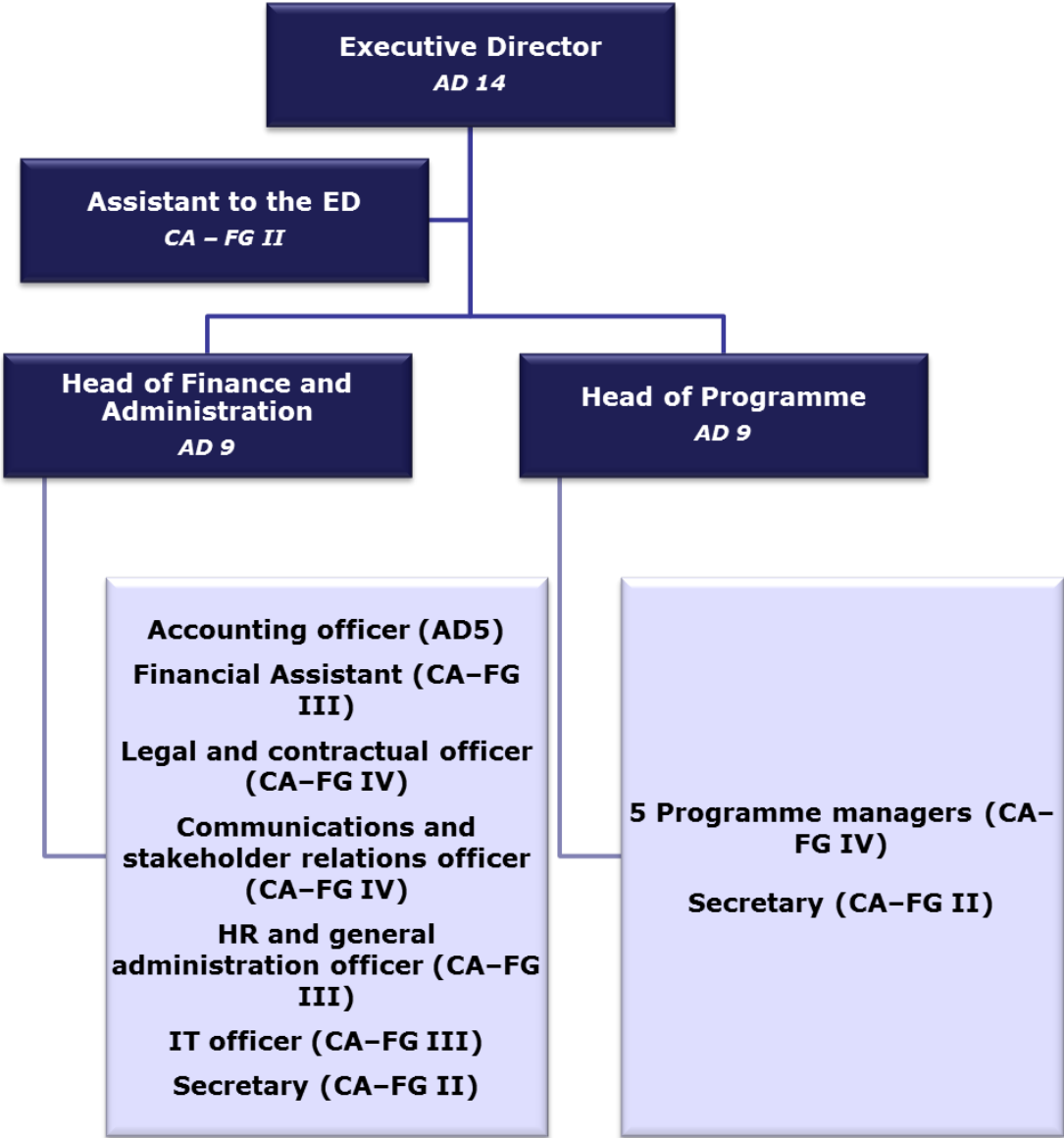
6 OBJECTIVES AND MAIN MILESTONES FOR 2016

Activities in 2016 will principally be focused on:

- Evaluations of proposals submitted under the S2R JU's first calls for proposals, launched on 17 December 2015, award decision and grant agreement preparation and signature for those proposals evaluated positively;
- Launch of call for tenders and evaluation of offers and signature of specific contracts for studies;
- Possible takeover of Shift2Rail 'lighthouse' projects from the Commission;
- Establishment of the Innovation Programme Steering Committees and other working groups, when appropriate;
- Preparing the 2017 Annual Work Plan and the draft 2018 Annual Work Plan;
- Refining the S2R MAAP on the basis of further input from relevant S2R JU advisory bodies and working groups,
- Implementing the accrual-based accounting system, necessary for the S2R JU financial autonomy;
- Taking office by the Executive Director and achievement of the S2R JU financial autonomy;
- Establishing the guidelines and procedures for declaration and management of members' in-kind contributions to the S2R JU, both for in-kind contributions to operational activities (indirect actions) and for in-kind contributions to additional activities;
- Recruitment and training of additional staff members;
- Development of the S2R JU Communications strategy and revamp of the S2R JU website;
- Concluding additional Service Level Agreements with relevant services of EU bodies in relation to administration and procedures that need to be implemented by the S2R JU;
- Concluding the necessary procurement procedures and contracts to support the administration of the S2R JU;
- Putting in place the internal control framework and the staff committee.

7 ANNEXES

ANNEX A Organisational chart of the S2R JU



ANNEX B Establishment plan

Staff population			2014		2015	
			Budget forecast	Realised*	Budget forecast	Realised*
Establishment plan posts	Officials	AD				
		AST				
		AST/SC				
	TA	AD 14	1		1	
		AD 9	1		2	
		AD 8			1	
		AD 7				1
		AD 5		1		1
		AST				
		AST/SC				
Total	2	1	4	2		
External Personnel	CA GFIV	2	3	5	4	
	CA GF III	1	0	3	2	
	CA GF II	1	0	2	2	
	CA GFI					
	Total CA	4	3	10	8	
	SNE					
	<i>Structural service providers</i>					
TOTAL			6	3	14	10
	<i>EC Officials assigned on an interim basis**</i>		4		6	

* For the purpose of this document, the term "realised" corresponds to the number of staff actually recruited in the concerned year (i.e. contract offered), even if they only took up office in the following year.

** Until the S2R JU has the operational capacity to implement its own budget, the Commission may assign a limited number of its officials on an interim basis to assist with the establishment and initial operation of the S2R JU, in accordance with Article 19 of the S2R Regulation.

ANNEX C Indicators and Scoreboard of KPIs

TABLE I - Horizon 2020 Key Performance Indicators²⁴ common to all JTI JUs

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
INDUSTRIAL LEADERSHIP	12	SME - Share of participating SMEs introducing innovations new to the company or the market (covering the period of the project plus three years);	Based on Community Innovation Survey (?). Number and % of participating SMEs that have introduced innovations to the company or to the market;	Number of SMEs that have introduced innovations;	H2020 beneficiaries through project reporting	n.a. [<u>new approach</u> under H2020]	50%	Yes	N.A.
	13	SME - Growth and job creation in participating SMEs	Turnover of company, number of employees	Turnover of company, number of employees;	H2020 beneficiaries through project reporting	n.a. [<u>new approach</u> under H2020]	to be developed based on FP7 ex-post evaluation and /or first H2020 project results	Yes	N.A.

²⁴ (based on Annex II to Council Decision 2013/743/EU)

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
SOCIETAL CHALLENGES	14	Publications in peer-reviewed high impact journals in the area of the JU	The percentage of papers published in the top 10% impact ranked journals by subject category.	Publications from relevant funded projects (DOI: Digital Object Identifiers); Journal impact benchmark (ranking) data to be collected by commercially available bibliometric databases.	H2020 beneficiaries through project reporting; Responsible Directorate/Service (via access to appropriate bibliometric databases)	n.a. [<u>new approach</u> under H2020]	[<u>On average, 20 publications per €10 million funding (for all societal challenges)</u>]	Yes	N.A.
	15	Patent applications and patents awarded in the area of the JU	Number of patent applications by theme; Number of awarded patents by theme	Patent application number	H2020 beneficiaries through project reporting; Responsible Directorate/Service (via worldwide search engines such as ESPACENET, WOPI)	n.a. [<u>new approach</u> under H2020]	On average, 2 per €10 million funding (2014 - 2020) RTD A6	Yes	N.A.
	16	Number of prototypes testing activities and clinical trials ²⁵	Number of prototypes, testing (feasibility/demo) activities, clinical trials	Reports on prototypes, and testing activities, clinical trials	H2020 beneficiaries through project reporting	n.a. [<u>new approach</u> under H2020]	[<u>To be developed on the basis of first Horizon 2020 results</u>]	Yes	N.A.

²⁵ Clinical trials are IMI specific

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
	17	Number of joint public-private publications in projects	Number and share of joint public-private publications out of all relevant publications.	Properly flagged publications data (DOI) from relevant funded projects	H2020 beneficiaries through project reporting; Responsible Directorate/Service (via DOI and manual data input-flags)	n.a. [new approach under H2020]	[To be developed on the basis of first Horizon 2020 results]	Yes	N.A.
	18*	New products, processes, and methods launched into the market	Number of projects with new innovative products, processes, instruments, methods, technologies	Project count and drop down list allowing to choose the type processes, products, instruments, methods, technologies	H2020 beneficiaries through project reporting	n.a. [new approach under H2020]	[To be developed on the basis of first Horizon 2020 results]	Yes	N.A.
EVALUATION	NA	Time to inform (average time in days) <u>all applicants</u> of the outcome of the evaluation of their application from the final date for submission of completed proposals	To provide applicants with high quality and timely evaluation results and feedback after each evaluation step by implementing and monitoring a high scientific level peer reviewed process	Number of days (average)	Joint Undertaking	FP7 latest know results		Yes	N.A.
	NA	Time to inform (average time in days) <u>successful applicants</u> of the outcome of the evaluation of their application from the final date for submission of completed proposals		Number of days (average)	Joint Undertaking	FP7 latest know results		Yes	N.A.

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
	NA	Redress after evaluations	To provide applicants with high quality and timely evaluation results and feedback after each evaluation step by implementing and monitoring a high scientific level peer reviewed process	Number of redresses requested	Joint Undertaking	FP7 latest know results			N.A.
GRANTS	NA	Time to grant measured (average) from call deadline to signature of grants	To minimise the duration of the granting process aiming at ensuring a prompt implementation of the Grant Agreements through a simple and transparent grant preparation process	Cumulatively in days Average under H2020 (days) TTG < 270 days (as %of GAs signed)	Joint Undertaking (automatized)	n.a. [new approach under H2020]		Yes	N.A.
	NA	Time for signing grant agreements from the date of informing successful applicants (average values)		Average under H2020 (days)	Joint Undertaking	n.a. [new approach under H2020]		Yes	N.A.
AUDITS	NA	Error rate		% of common representative error; % residual error	CAS	n.a. [new approach under H2020]		Yes	N.A.
	NA	Implementation of ex-post audit results		Number of cases implemented; in total €million; of cases implemented/total cases	CAS	n.a. [new approach under H2020]		Yes	N.A.

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
PAYMENTS	NA	Time to pay (% made on time) -pre-financing - interim payment -final payment	To optimize the payments circuits, both operational and administrative, including payments to experts	Average number of days for Grants pre-financing, interim payments and final payments; Average number of days for administrative payments; Number of experts appointed	Joint Undertaking	FP7 latest know results	-pre-financing (30 days) - interim payment (90 days) -final payment ((90days)	Yes	N.A.
HR	NA	Vacancy rate (%)		% of post filled in, composition of the JU staff ²⁶	Joint Undertaking	n.a. [new approach under H2020]			N.A.
JU EFFICIENCY	NA	Budget implementation/execution: 1. % CA to total budget 2. % PA to total budget	realistic yearly budget proposal, possibility to monitor and report on its execution, both in commitment (CA) and payments (PA), in line with sound financial management principle	% of CA and PA	Joint Undertaking		100% in CA and PA	Yes	N.A.

²⁶ Additional indicators can be proposed/discussed with R.1 and/or DG HR

	Correspondence to general	Key Performance Indicator	Definition/Responding to question	Type of data required	Data to be provided by	Baseline at the start of H2020 (latest available)	Target at the end of H2020	Automated	Result 2015
	NA	Administrative Budget: Number and % of total of late payments	realistic yearly budget proposal, possibility to monitor and report on its execution in line with sound financial management principle	Number of delayed payments % of delayed payments (of the total)	Joint Undertaking			Yes	N.A.

NOTES:

18* This indicator is not a legally compulsory one, but it covers several additional specific indicators requested for more societal challenges by the services in charge.

TABLE II - Indicators for monitoring H2020 Cross-Cutting Issues²⁷ common to all JTI JUs

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
2	Widening the participation	2.1 Total number of participations by EU-28 Member State	Nationality of H2020 applicants & beneficiaries (number of)	H2020 applicants & beneficiaries at the submission and grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.
		2.2 Total amount of EU financial contribution by EU-28 Member State (EUR millions)	Nationality of H2020 beneficiaries and corresponding EU financial contribution	H2020 beneficiaries at grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.
NA		Total number of participations by Associated Countries	Nationality of H2020 applicants & beneficiaries (number of)	H2020 applicants & beneficiaries at the submission and grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.
NA		Total amount of EU financial contribution by Candidate Country (EUR millions)	Nationality of H2020 beneficiaries and corresponding EU financial contribution	H2020 beneficiaries at grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.

²⁷ (based on Annex III to Council Decision 2013/743/EU)

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
3	SMEs participation	3.1 Share of EU financial contribution going to SMEs (Enabling & industrial tech and Part III of Horizon 2020)	Number of H2020 beneficiaries flagged as SME; % of EU contribution going to beneficiaries flagged as SME	H2020 beneficiaries at grant agreement signature stage	JU AAR RTD Monitoring Report		Yes	N.A.
6	Gender	6.1 Percentage of women participants in H2020 projects	Gender of participants in H2020 projects	H2020 Beneficiaries through project reporting		YES	Yes	N.A.
		6.2 Percentage of women project coordinators in H2020	Gender of MSC fellows, ERC principle investigators and scientific coordinators in other H2020 activities	H2020 beneficiaries at the grant agreement signature stage		YES	Yes	N.A.
		6.3 Percentage of women in EC advisory groups, expert groups, evaluation panels, individual experts, etc.	Gender of memberships in advisory groups, panels, etc.	Compiled by Responsible Directorate/ Service /Joint Undertaking based on existing administrative data made available by the CSC		YES		<ul style="list-style-type: none"> • S2R JU Governing Board: <ul style="list-style-type: none"> ○ 0% of non-Commission Board members are female ○ 50% of Commission Board members are female • S2R JU States Representatives Group: 21% of representatives are

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
								female • S2R JU Scientific Committee: 25% of experts are female
7	International cooperation	7.1 Share of third-country participants in Horizon 2020	Nationality of H2020 beneficiaries	H2020 beneficiaries at the grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.
		7.2 Percentage of EU financial contribution attributed to third country participants	Nationality of H2020 beneficiaries and corresponding EU financial contribution	H2020 beneficiaries at the grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
9	Bridging from discovery to market ²⁸	9.1 Share of projects and EU financial contribution allocated to Innovation Actions (IAs)	Number of IA projects	Project Office – at GA signature stage he/she will be required to flag on SYGMA. Responsible Directorate/Service (WP coordinator)/Joint Undertaking - via tool CCM2	JU AAR RTD Monitoring Report		Yes	N.A.
		9.2 Within the innovation actions, share of EU financial contribution focussed on demonstration and first-of-a-kind activities	Topics properly flagged in the WP; follow-up at grant level	Responsible Directorate/Service (WP coordinator)/Joint Undertaking - via tool CCM2	JU AAR RTD Monitoring Report		Yes	N.A.
NA		Scale of impact of projects (High Technology Readiness Level)	Number of projects addressing TRL ²⁹ between...(4-6, 5-7)?	Joint Undertaking	JU AAR RTD Monitoring Report			N.A.

²⁸ This indicator (9.2) is initially intended to monitor the Digital Agenda (its applicability could be only partial)

²⁹ TRL: Technology Readiness Level

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
11	Private sector participation	11.1 Percentage of H2020 beneficiaries from the private for profit sector	Number of and % of the total H2020 beneficiaries classified by type of activity and legal status	H2020 beneficiaries at grant agreement signature stage	JU AAR RTD Monitoring Report		Yes	N.A.
		11.2 Share of EU financial contribution going to private for profit entities (Enabling & industrial tech and Part III of Horizon 2020)	H2020 beneficiaries classified by type of activity; corresponding EU contribution	H2020 beneficiaries at grant agreement signature stage	JU AAR RTD Monitoring Report		Yes	N.A.
12	Funding for PPPs	12.1 EU financial contribution for PPP (Art 187)	EU contribution to PPP (Art 187)	Responsible Directorate/Service	JU AAR RTD Monitoring Report		Yes	N.A.
		12.2 PPPs leverage: total amount of funds leveraged through Art. 187 initiatives, including additional activities, divided by the EU contribution	Total funding made by private actors involved in PPPs - in-kind contribution already committed by private members in project selected for funding - additional activities (i.e. research expenditures/investment of industry in the sector, compared to previous year)	Joint Undertaking Services	JU AAR RTD Monitoring Report			N.A.

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
13	Communication and dissemination	13.3 Dissemination and outreach activities other than peer-reviewed publications - [Conferences, workshops, press releases, publications, flyers, exhibitions, trainings, social media, web-sites, communication campaigns (e.g radio, TV)]	A drop down list allows to choose the type of dissemination activity. Number of events, funding amount and number of persons reached thanks to the dissemination activities	H2020 Beneficiaries through project reporting	JU AAR RTD Monitoring Report	YES	Yes	N.A.
14	Participation patterns of independent experts	14.2 Proposal evaluators by country	Nationality of proposal evaluators	Responsible Directorate /Service/Joint Undertaking in charge with the management of proposal evaluation				N.A.
		14.3 Proposal evaluators by organisations' type of activity	Type of activity of evaluators' organisations	Responsible Directorate /Service/Joint Undertaking in charge with the management of proposal evaluation		YES		N.A.

Correspond	Cross-cutting issue	Definition/Responding to question	Type of data required	Data to be provided by	Data to be provided in/to	Direct contribution to ERA	Automated	Result 2015
NA	Participation of RTOs and Universities	Participation of RTO ³⁰ s and Universities in PPPs (Art 187 initiatives)	Number of participations of RTOs to funded projects and % of the total Number of participations of Universities to funded projects and % of the total % of budget allocated to RTOs and to Universities	H2020 beneficiaries at the grant agreement signature stage	JU AAR RTD Monitoring Report	YES	Yes	N.A.
NA	Ethics	The objective is ensuring that research projects funded are compliant with provisions on ethics efficiently	% of proposals not granted because non-compliance with ethical rules/proposals invited do grant (target 0%); time to ethics clearance 5target 45 days) ³¹	Responsible Directorate /Service/Joint Undertaking	JU AAR RTD Monitoring Report			N.A.

Notes:

*H2020 applicants - all those who submitted H2020 proposals

*H2020 beneficiaries - all those who have signed a H2020 Grant Agreement

*Responsible Directorate - DG RTD Directorates and R&I DGs family in charge with management of H2020 activities

*Services -Executive Agencies and other external bodies in charge with H2020 activities

³⁰ RTO: Research and Technology Organisation

³¹ Data relates to pre-granting ethics review. This time span runs in parallel to granting process.

*Project officer - is in charge of managing H2020 projects in Responsible Directorate/Service including Executive Agencies

TABLE III - Key Performance Indicators specific for the S2R JU

#	Key Performance Indicator	Objective	Data to be provided by	Baseline at the start of H2020	Target at the end of H2020	Automated	Result 2015
S2R							
1	% reduction in the costs of developing, maintaining, operating and renewing infrastructure and rolling stock and increase energy efficiency compared to "State-of-the-art"	Reduce the life-cycle cost of the railway transport system	JU	"State-of-the-art" 2014	> 50 %	No	N.A.
2	% increase the capacity of railway segments to meet increased demand for passenger and freight railway services compared to "State-of-the-art" 2014	Enhance the capacity of the railway transport system	JU	"State-of-the-art" 2014	100%	No	N.A.
3	% decrease in unreliability and late arrivals compared to "State-of-the-art" 2014	Increase in the quality of rail services	JU	"State-of-the-art" 2014	> 50%	No	N.A.
4	Reduce noise emissions and vibrations linked to rolling stock and respectively infrastructure compared to "State-of-the-art" 2014	Reduce the negative externalities linked to railway transport	JU	"State-of-the-art" 2014	> 3 - 10 dBA	No	N.A.

#	Key Performance Indicator	Objective	Data to be provided by	Baseline at the start of H2020	Target at the end of H2020	Automated	Result 2015
5	Addressing open points in TSIs, compared to "State-of-the-art" 2014	Enhance interoperability of the railway system	JU	"State-of-the-art" 2014		No	N.A.
6	Number of Integrated Technology Demonstrators (ITDs) and System Platform demonstrations	Improve market uptake of innovative railway solutions through large-scale demonstration activities	JU	tbd in the Multi-Annual Action Plan		Yes	N.A.
7	Share of the fund allocated to the different Innovation Programmes and to cross-cutting themes	Ensure that funding covers the railway system as a whole	JU	n.a.	> 80%	No	N.A.
8	Percentage of topics resulting in signature of GA	Ensure a sufficiently high call topics success rate	JU	n.a.	> 90%	Yes	N.A.
9	% of resources consumption versus plan (members only)	WP execution by members - resources	JU	n.a.	> 80%	Yes	N.A.
10	% of deliverables available versus plan (members only)	WP execution by members - deliverables	JU	n.a.	> 80%	Yes	N.A.

ANNEX D Draft Annual accounts

The S2R JU has not yet obtained its financial autonomy. Thus, the financial transactions relating to the S2R JU are integrated in the Annual Accounts of the European Commission.