



Deliverable D 5.1

Summary on EDDP programme, risk and interface management III

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Name	Beneficiary Short Name	Details of contribution
Jens Engelmann	railable	Author
Amélie ESPEROU	Railenium	Reviewer

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1. Executive Summary

This summary describes the activities in the DACcord WP5 on the performed **European DAC Delivery Programme (EDDP) general and specific programme, risk, deviation and interfaces management** from project month M25 until M36.

The tasks to be carried out under this programme / DACcord project have been realised successfully by the EDDP programme managers in support to the EU-Rail JU (leading to the “EDDP work programmes” with their deliverables) and in cooperation with all parties involved in the different EDDP work areas and their interfaces, including the European Commission and the European Union Agency for Railways (ERA).

The main achievements in the overall EDDP management in the Reporting Period 3 were:

- › Management of the EDDP work programme 2025 and 2026 (until March) including the related migration roadmap activities
- › Further implementation of the overarching programme risk management across all DAC areas
- › Integrating the upcoming “pioneer trains” (PioDAC) CEF project to the EDDP activities
- › Performing a risk management exercise to align timetables and interconnections of the FP5 TRANS4M-R and PioDAC projects (supported via a “tiger team”)
- › Integrating the ERA activities on (mass) authorisation of vehicles retrofitted with DAC
- › Providing certain basic inputs for the EU-Rail JU for the preparation of a potential succession to the DACcord project / EDDP

The objective of WP5 has been fully achieved and all tasks have been successfully performed.

The respective work within the DACcord project hereby ends, at the end of Reporting Period 3.

2. Abbreviations and acronyms

Abbreviation / Acronym	Description
CBA	Cost-Benefit Analysis
CEF	Connecting Europe Facility
CER	Community of European Railway and Infrastructure Companies
CINEA	European Climate, infrastructure and Environment Executive Agency
CSEE	Central and South-Eastern Europe (countries)
CTO	Chief Technology Officer (of a company)
DAC	Digital Automatic Coupler
EDDP	European Digital Automatic Coupler (DAC) Delivery Programme
EIM	European Rail Infrastructure Managers
ERA	European Union Agency for Railways/ European Railway Agency
EU-Rail (JU)	Europe's Rail (Joint Undertaking)
FDFTO	Full Digital Freight Train Operations
FP	(EU-Rail) Flagship Project
IM	Infrastructure Manager
NCP	National Contact Point (in ministry)
PM	Programme Management
PMO	Programme Management Office
RU	Railway Undertaking
SH	Stakeholder
SM	Stakeholder Management
TSI	Technical Specification for Interoperability
UIC	Union Internationale des Chemins de Fer
WA	(EDDP) Work Area
WP	Work package

3. Background

The project DACcord provides management competencies to support the EU-Rail JU for the continuation of the professional management of the activities of the European DAC Delivery Programme (EDDP), enabled by the EU-Rail JU and established in the EU-Rail JU work programme, in which European Rail Freight Sector and manufacturers are united to strive for the Europe-wide introduction of a Digital Automatic Coupler.

The present document constitutes the **Deliverable “D 5.1 Summary on EDDP programme, risk and interface management III”** of the DACcord project’s **WP5 “EDDP Programme, risk and interface management III”** in the framework of the European DAC Delivery Programme within Flagship Area 5 as described in the EU-RAIL MAWP and interacts with the Flagship Project 5 TRANS4M-R (see Figure 1).

DACcord Beneficiary **railiable** was in charge of this work package, supported by the DACcord project partners and working in close cooperation with all EDDP members. railiable was supported by a subcontracted strong, multilingual Programme Management Office(r) with experience in rail freight topics, especially in charge of maintenance of the Programme structure, monitoring and controlling of Programme Execution Performance/KPIs and alignment to objectives.

DACcord beneficiary **Railenium** has performed quality and plausibility checks on the report produced.

The areas and activities of the overall DAC programme have been set to the following nomenclature:

Work area	Activity	Title/content
A	A1	EU-Rail JU Flagship Project 5 TRANS4M-R, “Full Digital Freight Train Operations”
	A2, 3	FP5 FDFTO “Sounding Boards” for FP5 Technology and Operational Rules
B (EDDP & Stakeholder management)	B1	EDDP programme / risk management (scope of this deliverable)
	B2	EDDP Stakeholder management
C (Migration)	C1	Fleet analysis and retrofit engineering
	C2	Retrofit Capacity (workshops, workforce, components)
	C3	Migration strategies & retrofitting plan (incl. traffic analysis etc.)
	C4	Infrastructural and IT adaptations
	C5	Placing into service plan/measures (for operations/staff)
D (Economics)	D1	Funding & financing plan (for DAC pre- and full deployment)
	D2	Cost-Benefit Analysis (CBA) incl. updates
	D3	Investment plan & procurement framework plan
	D4	Other regulatory & legal framework plans (e. g. GCU)
E (EC and ERA-related)	E1	Efficient & suitable authorisation process/requirements; preparing draft TSIs
	E2	TSI revisions
F (EU-Rail JU System Pillar)	F	Standardisation of Technical and Operational Rules, preparing inputs to TSI drafting, driving EU standardisation
G	-	the (planned) pre-deployment (Pioneer) Trains project



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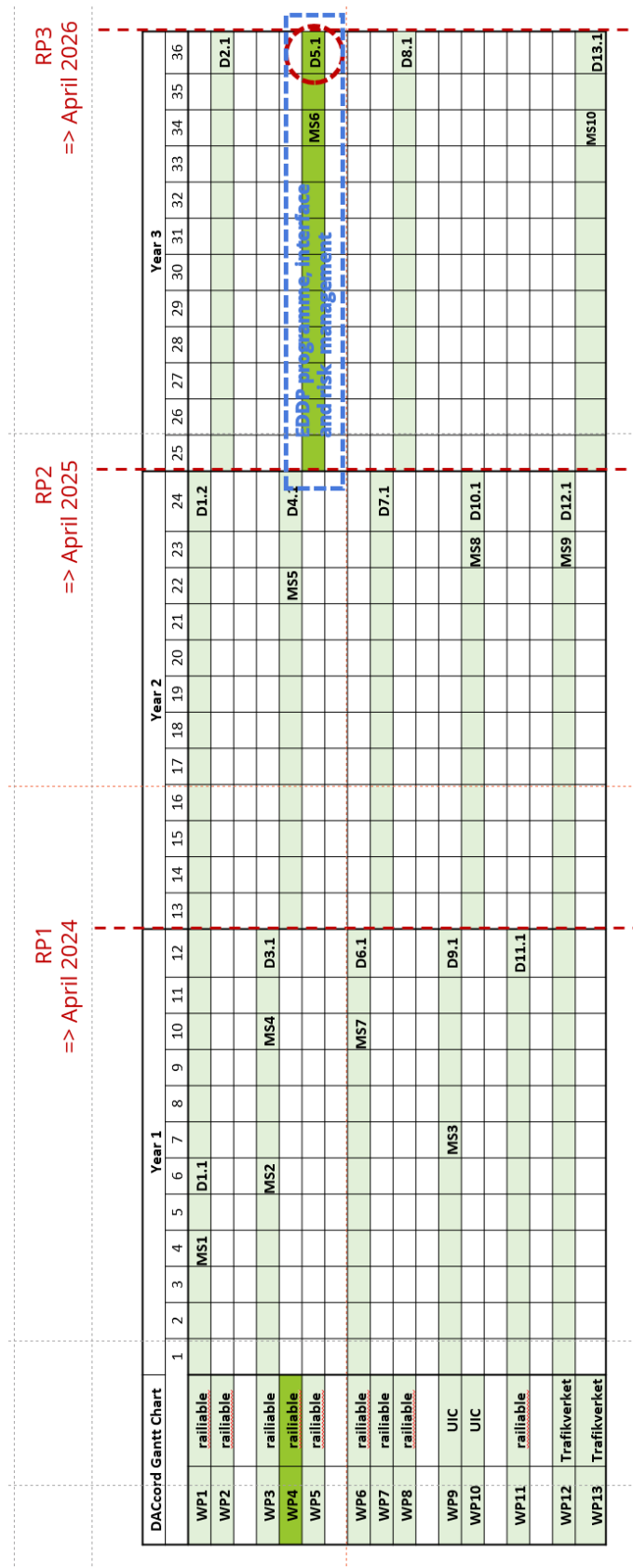


Figure 2. EDDP programme, interface and risk management (WP5) within the DACcord project plan

4. Objective/Aim

The main objective of DACcord WP5 is/was to **adequately manage and coordinate the EDDP, the interfaces to FP5 TRANS4-R and EU-Rail System Pillar and programme risks in the months 25-36 of the project** (cf. Grant Agreement).

For doing this, the project worked closely with EDDP members/partners in the EDDP work areas, the EU-Rail Flagship Project 5 TRANS4RM-R, the EU-Rail JU System Pillar (task 4) and EDDP stakeholders.

The **steps** of the DACcord/EDDP programme management in continuation of the WP4 work, as quoted in D4.1 and in line with the WP5 tasks listed further down, are/were:

- Further management of the ongoing tasks in the different EDDP work areas, including related risk management in case of deviations, and ongoing support to the EU-Rail JU
- Further execution/update of the EDDP General Master Plan and the EDDP work areas
- Further integration of EU-Rail JU projects supporting the migration roadmap work
- Interface management to EU-Rail JU FP5 TRANS4M-R project and System Pillar Task 4 in order to make the DAC Basic Package available as foreseen for deployment
- Integrating the “Pioneer Trains” (PioDAC) project together with all parties involved
- Further implementation of the EDDP stakeholder management action plan’s communication activities, including the preparation of a holistic DACcord final event covering the state of play of all DAC-related activities

Table 1. Work package 5 tasks (cf. Grant Agreement):

To achieve the EDDP and its interfaces management objectives set out in the overall WP objective, the WP will carry out:	Status	chapter
Management, revision, challenging and (iterative) interface management of the activities in the overall EDDP working structure (as far as they are resourced and therefore active and manageable)	Achieved	5.1
Management of the EDDP (multi-) annual work programme (M25-36)	Achieved	5.2
Support the EU-Rail JU in relation to the EDDP mechanisms & admin. (incl. DAC section on EU)-Rail JU web page), report on a regular basis to the Programme Board (PB) and Supervisory Board (SB) Together with the EU-Rail JU ED, preparation & managing of EDDP decision making/escalation mechanisms	Achieved	5.3
Management of the interfaces to related EDDP work streams (e. g. EDDP PB, FP5 advisory/ "sounding" boards) including interfaces to other DAC-related EU-Rail JU activities (e. g. System Pillar etc.) and EC and ERA by setting up regular exchange meetings; sharing of the outputs with EDDP and linked projects from EU-Rail JU Flagship Area 5; interaction with the System Pillar as needed (by meetings) and with the EDDP groups/actions Management of the programme risk and deviation management plan; proposing appropriate mitigating/countermeasures also for the implementing actions if needed; regular report in PB and SB	Achieved	5.4
Support the EU-Rail JU in the Stakeholder Management; organise/steer the EDDP stakeholder management team; organisation, together with the FP5, of EDDP/FP5 sounding boards (technology, operational procedures and potentially more) to pre-align the sector (sounding board schedule to be aligned with FP5)	Achieved See specific DEL D 13.1	5.5
Refining, if necessary, the planned DAC technology packages/ components for deployment ("starter package") in function of the progress in the FP5 FDFTO technical development and ERA authorisation process	N/A (no change)	--

5. WP5 achievements (Months 25-36)

5.1. Management of the activities in the overall EDDP working structure

The DACcord task consisted in the *“Management, revision, challenging and (iterative) interface management of the activities in the overall EDDP working structure”* (cf. Grant Agreement).

The management of the programme led to the achievements and topics mainly presented in the EDDP Programme and Supervisory Boards (**see agendas in Annex**) and/or coordination groups.

Besides the regular alignment with the EU-Rail JU Executive Director and Project Officers, both EDDP programme managers (Mark Topal-Gökceli, CTO ÖBB) and Jens Engelmann (railable GmbH) were in permanent contact to coordinate the necessary actions to design and manage the overall running of the programme. The coordination included, in nearly all meetings, the FP5 FDFTO Project Manager, Constanze Bannholzer (ÖBB), and the subcontracted EDDP PMO (Nuon GmbH).

The **PM alignment meetings** in Reporting Period 3 took place (mainly via videoconference) on:

April 2025	02, 03, 17, 28, 30
May 2025	12, 19, 26, 27
June 2025	04, 16, 26, 30
July 2025	07, 18, 29
August 2025	--
September 2025	04, 18, 19, 26, 29
October 2025	03, 17
November 2025	11, 12, 20
December 2025	01, 04, 11
January 2026	26, 27, 29
February 2026	05, 16
March 2026	06, 13, 18, 26

A precondition for the success of the programme was/is the close management of the different EDDP work areas, see Figure 1. Regular catch-up meetings on the – although limited - progress of the work **especially in Work Area C** and for the preparation of the various topics of the EDDP work programme in view of decisions in board meetings were scheduled throughout the year.

The need for permanent alignment in **Work Area D** was extremely limited due to its mostly paused activities.

Work Area B activity B1 contains the “programme management” tasks, **activity B2** contains the “stakeholder management” tasks (see **separate deliverable on dissemination/promotion D13.1**)

Work Area C with its activities C1-C5 contains the “migration” topics (fleet, workshops, strategies, infrastructural preparation, placing into service issues), see **separate deliverable on migration D8.1**.

Work area D with its activities D1-D4 contains the “economics” topics (funding/financing plan, CBA, investment plan etc.) (Figure 1), see **separate deliverable on migration D8.1**.

They were complemented with various additional in-depth meetings on specific work area topics. Generally, the work area lead & co-lead participated, often complemented by other work area members. Work area status updates were integrated into the subsequent board meetings.

The **Work Area C & D alignment meetings** in reporting period 3 took place (mainly via videoconference) on:

April 2025	01, 15, 17, 28, 29
May 2025	13, 21
June 2025	03, 17, 24
July 2025	08, 15, 19
August 2025	--
September 2025	02, 09, 16, 18, 23
October 2025	14
November 2025	04, 07, 13
December 2025	01, 09
January 2026	05, 20, 27
February 2026	10, 24
March 2026	02, 10, 17, 23, 31

The **WA C** meetings covered nearly completely the status of the C-part of the DAC migration roadmap.

In addition to these specific parts of the programme, the other different EDDP activities were managed by the PM with all different partners and stakeholders on a nearly daily basis.

The overall achieved management result was to ensure the delivery of the agreed tasks within the EDDP according to the EDDP work programme 2025/26, either via progress reports or preparation of respective decisions to be taken in the EDDP Programme and Supervisory Boards. Where the resource situation in the EDDP work areas allowed this delivery, the results were achieved; where the resource situation was not sufficient, either further support could be realised via the EU-Rail JU DACFIT project or was simply postponed.

The **tables 2 and 3 give an overview on the workdays dedicated to the different management/interface work areas in EDDP** and/or DACcord (some of them being detailed in separate chapters of this summary) for the project months M25-M36.

Coordination with / alignment on:

Table 2. Distribution of PM workdays to the different EDDP management/interface areas (1)

	EU-Rail JU/ EC/ERA	EDDP PM/PMO + FDFTO	EDDP WPs/WAs	EDDP PB incl. prep	EDDP SB incl. prep	other stake- holders	General Master Plan + risk mgmt	EDDP/ FP5/SP interface
April 2025	25, 28	02, 03, 17, 28, 30	01, 15, 17, 28, 29	01? 03, 22, 24, 25, 29	--	15, 16, 28, 29	15, 17, 28, 29, 30	28
May 2025	06, 16, 19, 23	12, 19, 26, 27	13, 21	07, 08, 09, 13, 14, 15, 19, 20, 21, 28	--	13, 14, 15, 16, 21	05, 06	05, 06
June 2025	06, 13	04, 16, 26, 30	03, 17, 24	02, 03	02, 03, 05, 10, 11, 12, 27, 30	11, 19, 25, 30	05, 11, 12, 27, 30	05, 27, 30
July 2025	09, 18	07, 18, 29	08, 15, 19	--	30	08	Tiger team 01, 02, 29	Tiger team 01, 02, 04, 08, 09, 10, 11
August 2025	08, 15, 22	--	--	14, 15, 18, 19, 21	--	13	--	07, 28, 29
September 2025	03, 05, 12	04, 18, 19, 26, 29	02, 09, 16, 18, 23	01, 02, 03, 04, 05, 08, 09, 11, 12, 15, 16	19, 22, 23, 25	11, 15, 24, 25	24, 25, 30	02, 01, 09, 10
October 2025	03, 14, 31	03, 17	14	--	--	07, 13, 17	--	01, 02, 07, 13
November 2025	24	11, 12, 20	04, 07, 13	04, 05, 06, 10, 11, 12, 14, 17, 26, 27	--	10	05	17
December 2025	04, 05, 12	01, 04, 11	01, 09	01, 03, 04, 08, 09	09, 10, 11, 17, 18, 19	02, 03, 11	01	--
January 2026	06, 07, 09, 14, 16, 19, 26, 30	26, 27, 29	05, 20, 27	26, 28	--	09, 23	--	14
February 2026	03, 06, 11, 13, 16, 17, 20, 23	05, 16	10, 24	09, 10, 11, 12, 17, 18, 24	--	02, 20, 27	05, 06, 09, 10, 11	09
March 2026	02, 05, 06	06, 13, 18, 26	02, 10, 17, 23, 31	03, 04, 06	06, 09, 10, 11, 19, 20	--	--	06

Table 3. Distribution of PM workdays to the different EDDP management/interface areas (2)

	Stakeholder management	EDDP planning & Migration roadmap	DACcord project management
April 2025	01, 15, 16, 28, 29, 30	01, 15, 17, 28, 29, 30	01, 02, 03, 04, 14, 17, 22, 24, 25, 28, 29, 30
May 2025	05, 07, 12, 13, 14, 16	08, 26, 27, 23	02, 03, 05, 28
June 2025	03, 17, 18, 24, 25	02, 03, 17	19, 20, 21, 27
July 2025	08, 17	08, 15	03, 04, 15
August 2025	13, 19	12, 19	--
September 2025	16, 17, 18, 19	02, 07, 09, 18	08, 09, 10
October 2025	13, 14	07, 14	02, 03, 04, 05, 14, 15, 16, 30, 31
November 2025	10, 11, 25	04, 11	01, 02, 03, 04, 06, 07, 11, 24, 25
December 2025	09	01	--
January 2026	08, 15, 16, 23	--	13, 14, 15, 22
February 2026	03, 06, 13, 20, 24, 27	--	06
March 2026	02, 03, 06, 10, 11, 12, 13, 15, 16, 17, 19, 20, 23, 24, 31	06	23, 24, 25, 27, 27, 28, 29, 30, 31

5.2. EDDP (multi-) annual work programme management

The DACcord task consisted in “Setting up & management of an EDDP (multi-) annual work programme” (cf. Grant Agreement).

The EDDP work programme 2025 needed to be further managed and the EDDP work programme 2026 needed at least to be proposed until the end of the DACcord project (March 2026).

Figure 3 shows the **EDDP work programme 2025** as presented and accepted in the EDDP Programme Board on 11th March 2025.

The work programmes indicate the topics/deliverables in the different categories which were planned for the respective PB/SB meeting dates. The deliverables/board topics were provided entirely.



EDDP work programme 2025

Subject to changes when needed
I = information | D = decision | R = recommendation to FP5/SP

B, C, G: EDDP management, DAC Migration roadmap, Pioneer DAC Trains												
G Pioneer DAC Trains (Plan and Initialization)	(I)	(I)	I	I	I	I	I	D?	D?			
C Migration roadmap reconfirmation of working assumptions & requirements capturing	I	I										
C.1 + C. 2 DACFIT State of play	I	I										
C.1 Result of call “Engineering solutions”			I?	I?	I	I	I	I	I			
C.3 Separability of Traffics state of play												
C.4 Infrastructural and IT Adaptations												
B.1 Updated detail EDDP planning 2025-26 (all activities)			I/D	I/D				D?	D?			
B.1 Update General DAC Masterplan (GMP 03?)			--?	--?								
B: Stakeholder management												
B.2 SH management plan execution state of play	I	I	I	I	I	I	I	I	I			
B.2 Stakeholder management events			I	I	I	I	I	I	I			
D: Funding & Financing, CBA												
D.1 Update on funding & financing			?	?	?	?	?					
D.2 CBA update LCC updates, case studies results	I	I					?	?				
A: Flagship Project 5 status reports												
State of play critical items RAMSS target values manual mech. uncoupling from wagon side	D	D	RAMSS	RAMSS								
Sounding Boards results	I	(I)	I	(I)	I	(I)	(I)	I	(I)			
Demo train preparation	I	(I)	I	(I)	I	(I)	(I)	I	(I)			
F: System Pillar Task 4 status reports												
General status	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
Operational Rulebook Updates	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd

WE ARE HERE



2025



Figure 3. EDDP work programme 2025

Figure 4 shows the draft EDDP work programme 2026 as presented in the 03/03/26 Programme Board.

The main EDDP efforts in 2025/26 and beyond are the seamless connection of all activities towards pre-deployment. This meant/means especially the integration and interfacing of the Pioneer DAC Trains (PioDAC) project and the surrounding activities (e. g. at ERA). A further revision of the “DAC General Master Plan 02” in force turned in the end out to **not** to be necessary.

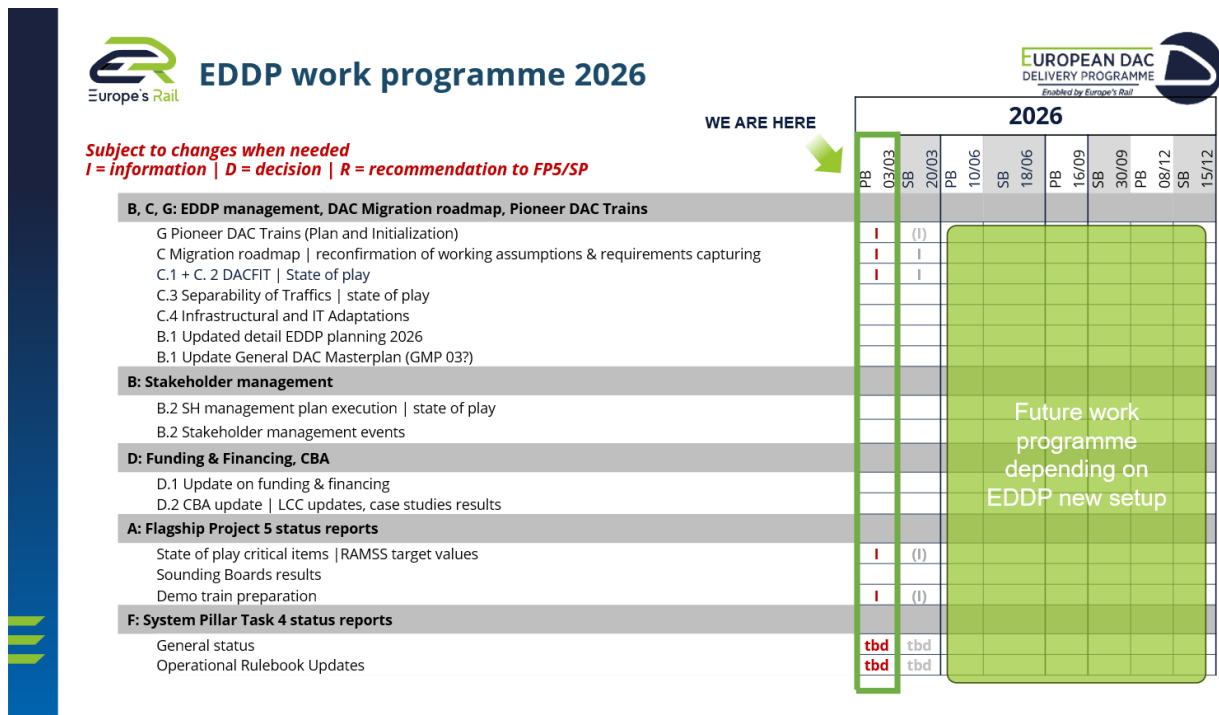


Figure 4. (drafts) EDDP work programme 2026

The Pioneer DAC Trains

The year 2025 saw the preparation and conclusion – outside of EDDP and EU-Rail - of the Grant Agreement for the so called **“Pioneer DAC Trains project”**, funded by CINEA and named **“PioDAC”**.

It can be said, with a certain pride, that the overall activities in EDDP, especially from overall management side and on EDDP stakeholder management, paved in the end the way for achieving the allocation of a reasonable CEF budget in the European Climate, infrastructure and Environment Executive Agency (CINEA) budget to DAC pre-deployment activities, which could then be taken up via the related successful project proposal from the PioDAC consortium.

The first go-live of the PioDAC project in EDDP (after conclusion of its Grant Agreement) could take place in the EDDP Programme board of 09/12/2025, see below figures 5 – 7.

(Note: PioDAC planning & execution are the task of the PioDAC project, not of EDDP)

The essential main task was/is from thereon to ensure the as seamless as possible connection between the different DAC contributor projects via the overarching risk management (see next chapters).

PioDAC Launch Meeting

CEF project 24-EU-TG-Pio DAC



November 7th 2025, online

Figure 5. First go-live of the Pioneer DAC Trains project (PioDAC) in EDDP, based on CINEA kick-off

Timeline of important tasks



Six major tasks are intensively processed in parallel

		2025												2026												2027												2028											
	Project Months	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec						
	Milestones					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38						
TX.1	Technical coordination, validation and communication																																																
TX.2	Preparation of operations																																																
TX.3	Preparation of retrofitting of vehicles																																																
TX.4	Purchasing of components & adapters																																																
TX.5	Retrofitting of vehicles																																																
TX.6	Re-authorisation of vehicles																																																
TX.7	IT systems and infrastructure adaptation																																																
TX.8	Commercial operation of Pioneer Trains																																																

Figure 6. Pioneer DAC Trains project (PioDAC) timeline (generic tasks)

Key priorities are key factors for success

Focus on procurement process and Authorization strategy

		2025					2026												2027												2028														
Project Months		July	Aug	Sep	Oct	Nov	Dec	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
	Milestones																																												
TX.1	Technical coordination, validation and communication																																												
TX.4	Purchasing of components & adapters																																												
TX.6	Re-authorisation of vehicles																																												

- **Technical coordination finished Statement of Work for DAC Basic Package**
- **Individual procurement processes started within each Partner**
- **ERA subworking groups on “Authorisation of 7 trains with DAC (pioneer trains)” initiated**
- **Some NSA initiatives show promising efforts to meet the timeline**

Figure 7. Pioneer DAC Trains project (PioDAC) timeline II (Traffic Work Packages) and key success factors

5.3. Support to EU-Rail JU in EDDP mechanisms, admin & decision making

The DACcord task consisted in “support the EU-Rail JU in relation to the EDDP mechanisms & admin. (incl. DAC section on EU)-Rail JU web page), report on a regular basis to the Programme Board (PB) and Supervisory Board (SB)” and in the, “together with the EU-Rail JU ED, preparation & managing of EDDP decision making/escalation mechanisms (EDDP Programme and Supervisory Board)” (cf. Grant Agreement).

The EDDP was managed and supported in close cooperation with the EU-Rail JU management team (EU-Rail JU ED, FP 5 programme manager and the EU-Rail JU System Pillar Task 4 representative). The coordination took place especially around 2-3 weeks prior to each Programme Board (PB) and Supervisory Board (SB) meetings and covered board and other general topics. Specific coordination meetings on programme topics with FP5 programme manager complemented the overall coordination.

The dates of these different EDDP/EU-Rail JU alignment meetings are listed in table 2.

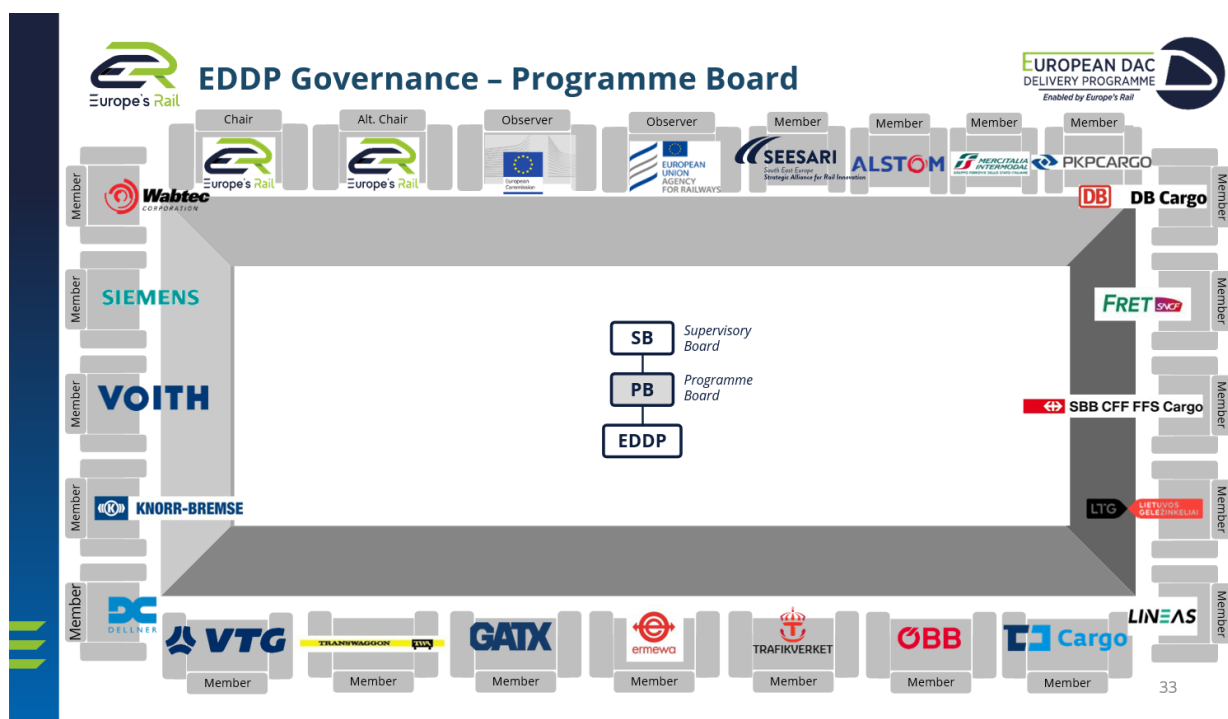


Figure 8. EDDP Governance – Programme Board (status March 2026)

The **EDDP Programme Board meetings** covered by this summary were held (all via video conference, except the 02/06/25, held physically in Brussels) on:

- › 02/06/2025, 16/09/2025, 09/12/2025
- › 03/03/2026

The EDDP Supervisory Board currently consists of **8** rail freight sector associations plus European Commission & Europe's Rail (chair and co-chair) plus European Union Agency for Railways, the RailFreightForward initiative and the International Union of Railways (UIC) (all observers).

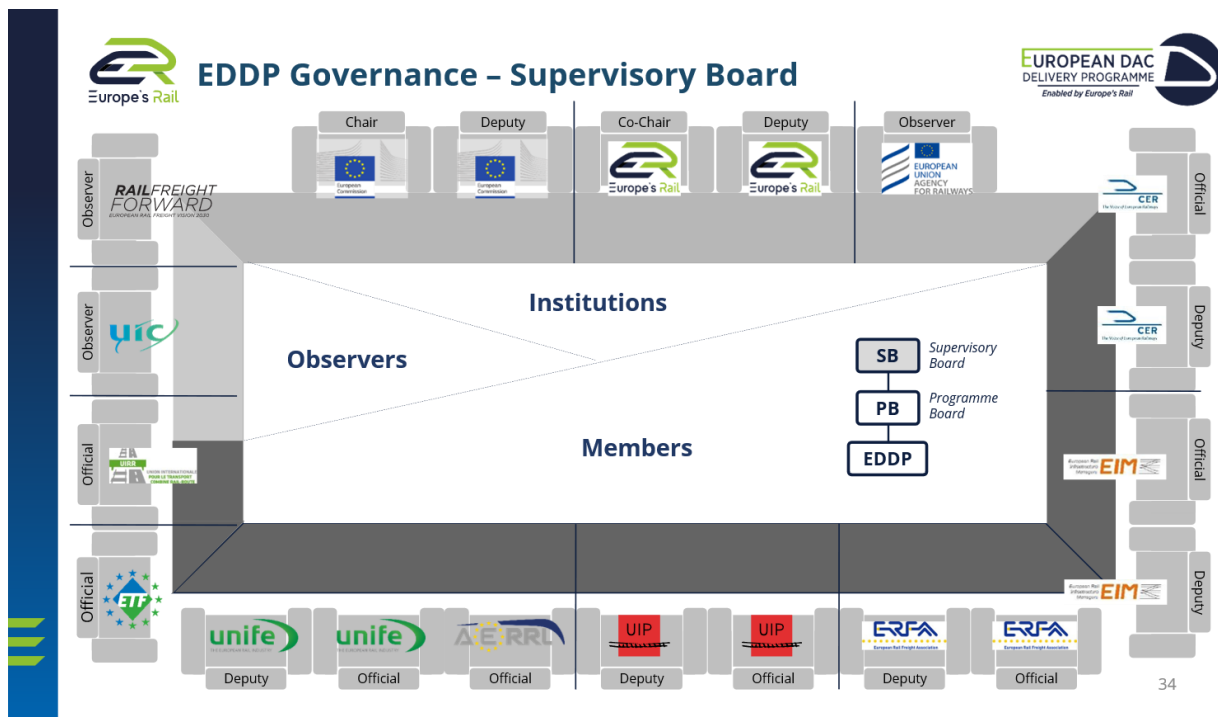


Figure 9. EDDP Governance – Supervisory Board (status March 2026)

The **EDDP Supervisory Board meetings** covered by this summary were held (via video conference, the 20/03/26 physically/hybrid in Brussels) on:

- › 30/06/2025, 25/09/2025, 18/12/2025
- › 20/03/2026

The EDDP programme management and, where required, the EDDP WP/work area leads presented the agenda topics according to the EDDP work programme, for information or decision. The related presentations and Minutes of the Meeting are all available in the Europe's Rail Cooperation Tool IT environment.

The different board agendas with all topics prepared/managed prior to the meetings are **listed in the Annex of this summary**.

5.4. DAC work stream interface and overall risk management

The DACcord task consisted in “Management of the interfaces to related EDDP work streams (e. g. EDDP PB, FP5 advisory/ “sounding” boards) including interfaces to other DAC-related EU-Rail JU activities (e. g. System Pillar etc.) and EC and ERA by setting up regular exchange meetings; sharing of the outputs with EDDP and linked projects from EU-Rail JU Flagship Area 5; interaction with the System Pillar as needed (by meetings) and with the EDDP groups/actions” (cf. **Grant Agreement**).

The **main interfaces to the related EDDP work areas** were (see Figure 1) the:

- EU-Rail JU Flagship Project 5 TRANS4M-R (“A”)
- EU-Rail JU Flagship Project 5 advisory/ “sounding” boards (between “A” and C/D/E...)
- EC and ERA (together with the EU-Rail JU) (“E”)
- EU-Rail JU System Pillar (Task 4) (“F”)
- “Pioneer DAC Trains” project (“PioDAC”) (“G”)

These interfaces were managed according to plan by regular exchange meetings on identified interface topics and sharing of the outputs with EDDP (mostly via the Programme/ Supervisory Boards).

Interface to EU-Rail Flagship Project 5 TRANS4M-R

Regular coordination meetings between EDDP PM & FP5 FDFTO project managers took place in dedicated specific meetings and in “tiger team” meetings (see further down), but could be enormously reduced in number due to the quarterly FDFTO risk management workshops/meetings.

April 2025	28	
May 2025	05, 06	
June 2025	05, 27, 30	
July 2025	01, 02, 04, 08, 09, 10, 11	(“tiger team”)
August 2025	07, 28, 29	(“tiger team”)
September 2025	01, 02, 09, 10	(“tiger team”)
October 2025	02, 07, 13	
November 2025	17	
December 2025	--	
January 2026	14	
February 2026	09	
March 2026	06	

Interface to EU-Rail Flagship Project 5 advisory/ “sounding” boards

To keep non-FP 5 members updated on FP5 developments (taking place in the FP5 TRANS4M-R project consortium, covered by a grant agreement and therefore not public per se), the so called “sounding boards” were continued. The FP 5 presented there the progress on the work on

- a) operational procedures elaborated in FP5 and
- b) the state of play of technology development in FP5 to an interested audience.

These boards shall provide information to externals but also gather feedback from the external participants on the ongoing work. The aim is to learn about potential improvements before the adopted final results will be taken over for the overall railway system by the EU-Rail JU's System Pillar. The (general) feedback from the participants is reported back to the EDDP boards.

The Sounding Boards were prepared together by FP5/ EDDP PM and took place on (see D13.1):

FP5 Sounding Board (Tech & OPE)	05.05.2025
FP5 Sounding board (Manufacturers)	07.05.2025
FP5 Sounding Board (Tech & OPE)	06.10.2025
FP5 Sounding Board (workers and trade unions)	10.11.2025
FP5 Sounding Board (Tech & OPE)	09.02.2026

Table 4. EDDP/FP5 Sounding Boards in Reporting Period 3

Interface to EU-Rail JU System Pillar (Task 4)

These interface meetings were stopped, as announced in D4.1, at the end of Reporting Period 2 and were entirely replaced by the overarching joint DAC risk management workshops, integrating the EU-Rail's System Pillar activities.

Interface to EC and ERA

In the work area "E" (see Figure 1), the main topics treated with **ERA** took place in their specifically created work group on "authorisation of vehicles retrofitted with DAC", especially in view of the Pioneer Trains authorisation. All contacts were coordinated with the EU-Rail JU.

Meetings with the EC had various backgrounds, e. g. alignment before board meetings, general info exchange, meetings before stakeholder meetings etc. All contacts were coordinated with the EU-Rail JU.

The meetings took place on:

April 2025	25, 28
May 2025	06, 16, 19, 23
June 2025	06, 13
July 2025	09, 18
August 2025	08, 15, 22
September 2025	03, 05, 12
October 2025	03, 14, 31
November 2025	24
December 2025	04, 05, 12
January 2026	06, 07, 09, 14, 16, 19, 26, 30
February 2026	03, 06, 11, 13, 16, 17, 20, 23
March 2026	02, 05, 06

Overarching Risk Management

In implementation of the DACcord task *“Setting up & management of a programme risk and deviation management plan; proposing appropriate mitigating/countermeasures also for the implementing actions if needed; regular report in PB and SB”* (cf. **Grant Agreement**), the **joint, overarching approach to the risk management of all DAC-related activities** was implemented since Reporting Period 2.

For a proper programme risk management, the results to be achieved by the different EDDP work areas, FP5, SP and all other DAC-related projects have to be identified, planned, assessed and closely monitored and **especially the effectiveness of the mitigation measures needs to be scrutinised**.

The monitoring status of the individual activities / work streams / deliverables in the DAC migration roadmap is reported in deliverable D8.1. The parts of these work streams which are identified as top risks are contained in the overall **DAC-related risk log**, existing since 11/2024, and was continued and permanently refined / updated (extract see figure 10).

According to common risk management practice, the risks have been assessed with their probability and severity with regards to the Pioneer DAC Trains and to deployment. The DAC risk log is accessible on DACcord Sharepoint for all members of the **DAC FDFTO risk management team** (see D4.1). The risk management team comprised all DAC-related projects, the latest member being representatives of DACFIT, DACTiVate the PioDAC project.

The **DAC FDFTO top risks map** and the status of the mitigating measures was regularly presented to the Programme and Supervisory Boards (figure 11). Only the most recent risk map from March 2026 is shown here. It comprises now the risks of timely delivery of DAC components into PioDAC trains.

The risk management workshops (around half-day each) in Reporting Period 3 took place on

- Workshop 01/25 04/02/2025 (RP2)
- Workshop 02/25 06/05/2025
- Workshop 03/25 29/07/2025
- Workshop 04/25 17/11/2025
- Workshop 01/26 09/02/2026

This system is the established basis for joint, overarching risk management system for all DAC-related activities/projects etc. within the EU-Rail JU and beyond.

It serves as the basis for active delivery risk management in the DACcord Reporting Period 3 and certainly also in the future, including the Pioneer DAC Trains (PioDAC) project.

Other existing alignment meetings FP5/EDDP/SP and similar have been stopped already in RP2.

25 | 35

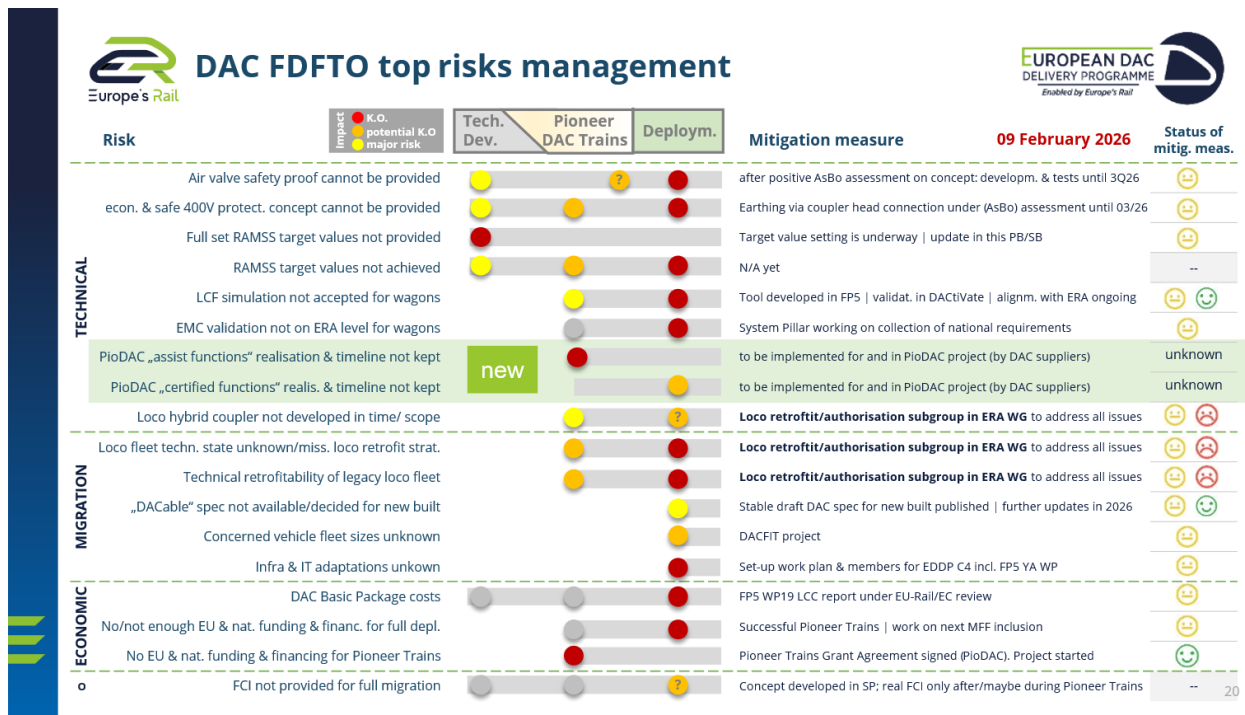


Figure 11. DAC DFETO top risks map (February 2026) with impact point in time and mitigation measures

“Tiger Team” for aligning FP5 TRANS4M-R and Pioneer Trains timelines

In May 2025, FP5 TRANS4M-R announced to EU-Rail delays in technology delivery, imposing a high risk on the upcoming PioDAC Pioneer DAC trains project.

For mitigation, a Task Force (“tiger team”) was installed by the EU-Rail and led by the EDDP PM (see figure 12). The aim was to identify reasons and potential countermeasures and to establish a clear aligned planning between FP5 and a “theoretical Pioneer Trans time plan”, as the project contract was not yet concluded at that time and the work needed to rely on assumptions and informal channels (that the EDDP management of course disposed of). The task force lasted around 3,5 months.

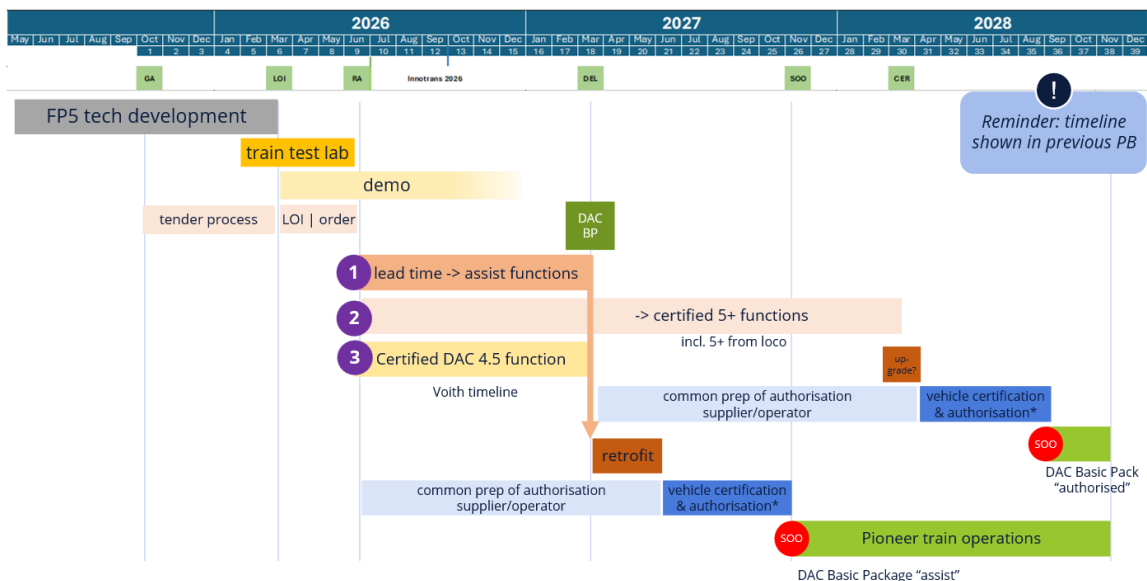
As result of this focused activity, the teams of FP5, especially including the DAC suppliers, and of PioDAC, all moderated by the EDDP Programme Management, aligned on a two-step approach for delivering DAC technology (predominantly for wagons) in an “assist functions” and a “certified functions” step (see figure 13 and 14). As a full safety certification of products takes a certain time, DAC (especially electronic) technology mounted in the retrofitted vehicles in the first step will not yet be fully certified. Manual processes remain active, the assist functions are used under guided operation without safety implications, the systems actively gather data for authorisation in Step 2. Operational benefits can be demonstrated already. With full certification, DAC technology can be used unsupervised in commercial operation in a second stage of the PioDAC project. The planning for locos needs still to take place.

This example gives further proof of the beneficial function of an overarching programme management, aligning the different contributors in view of jointly achieving the overall target.

- › EU-Rail received an **FP5 (suppliers) information by end-May 25**, making transparent the **deadlines** for the DAC technology development **under not optimised "as is"-conditions**, taking into account necessary timeframes e. g. for product certification, preparation for authorisation etc., **putting at risk DAC technology readiness by end-2026 (so Pioneer Trains run in 2027)**
- › EU-Rail organised **ad-hoc measures/meetings** EU-Rail/FP5/EDDP, resulting in the **following next steps**:
- › **Establishment of a clear planning per function of the DAC Basic Package**: checking the status quo with the specs, identifying what is missing, what can be addressed afterwards and what the next steps are until delivery (including product, certification, and any necessary certifications for installation and potentially reauthorisation)
- › **Setting-up of a group of experts** (six to seven people / "tiger team") from supplier's and operator's side plus EU-Rail and EDDP that will develop the proposal reviewing EDDP Basic Package functions and the above.
- › **FP5 experts** need to know the further development planning from the supply industry and overall FP5-TRANS4M-R planning
- › **Operating community experts** need to be familiar with product development, train functions, planning, authorisation processes and the activities in different projects.
- › This problem-solving group is tasked to challenge/review the current planning and **deliver a concrete proposal plan for achieving the Pioneer Trains deadlines** and related boundary conditions **by Friday 18th July COB**.

15

Figure 12. "Tiger Team" remit



25

Figure 13. "Tiger Team" results

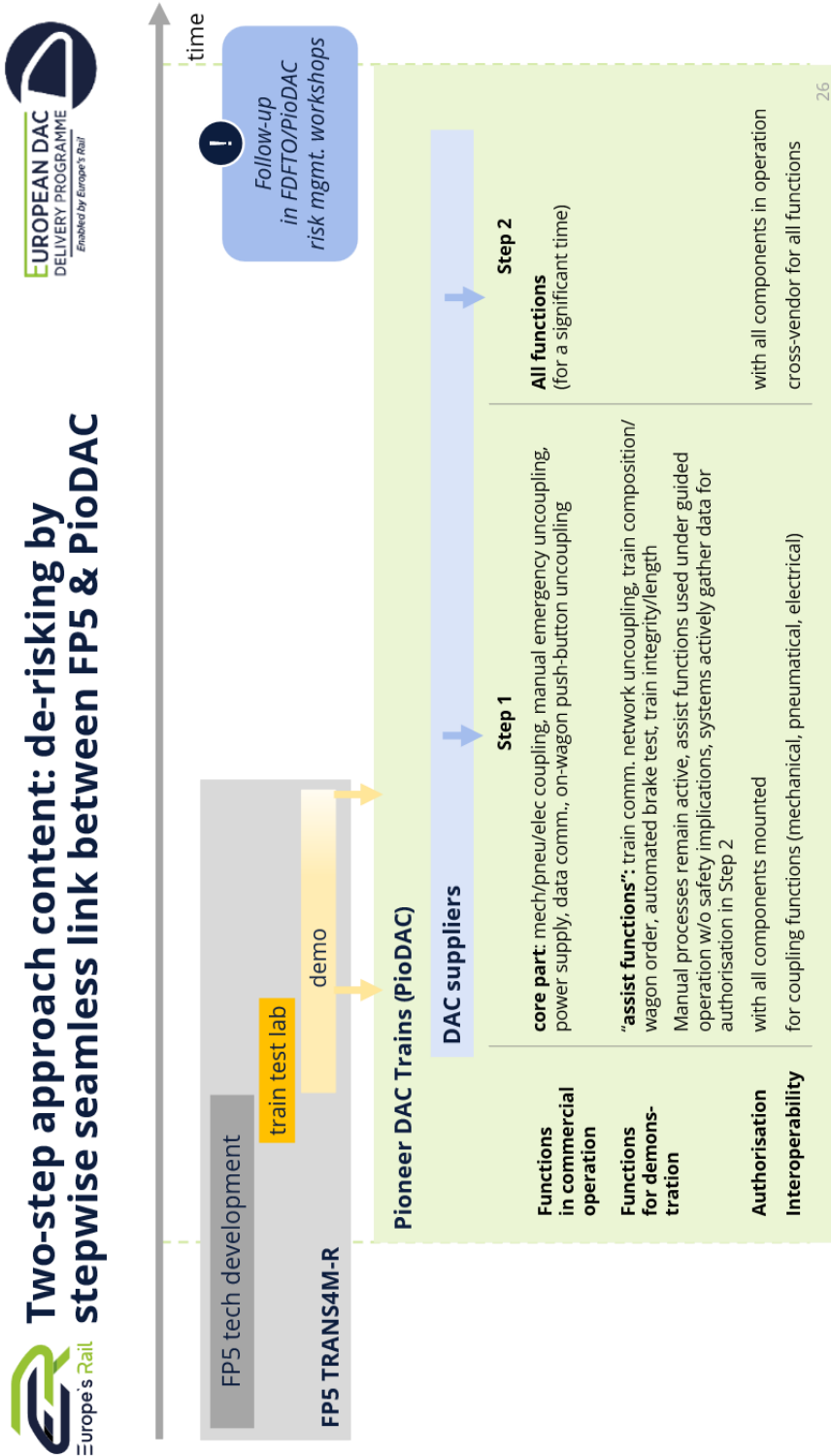


Figure 14. "Tiger Team" results: two-step approach to delivery of DAC components (detail)

5.5. Stakeholder Management

The DACcord task consisted in *“Support the EU-Rail JU in the Stakeholder Management; organise/ steer the EDDP stakeholder management team; organisation, together with the FP5, of EDDP/FP5 sounding boards (technology, operational procedures and potentially more) to pre-align the sector (sounding board schedule to be aligned with FP5)” (cf. Grant Agreement).*

It seems worth to clarify that

- **“EDDP/DACcord Stakeholder Management”** refers to managing stakeholders **mainly outside the EDDP** (from Rail Freight actors up to the political level and to general Public, see D10.1), not primarily involved in the DAC technology development and its deployment planning
- **“EDDP/DACcord Programme Management”** means to manage the **internal actors/ stakeholders inside the programme** in order to achieve DAC technology readiness for deployment and preparation of the deployment (migration) itself, **AND to manage the external stakeholders** via the EDDP/DACcord Stakeholder Management in order to create the framework for deployment, especially in terms of data transparency, stakeholder conviction towards DAC and provision of budgetary resources (see DACcord WP10 D10.1).

The works on this in RP3 took predominantly place in the communication area, executing the actions defined in the stakeholder management plan from RP2, e. g. via DAC Fora in European Countries. The actions and results achieved are depicted in **the DACcord WP13 deliverable D13.1**.






Deliverable D 13.1
Dissemination and Promotion Activities Review II

Project acronym:	DACcord
Starting date:	01/04/2023
Duration (in months):	36
Call (part) identifier:	HORIZON-ER-JU-2022-ExplR-07
Grant agreement no:	101121855
Due date of deliverable:	31-03-2026
Actual submission date:	07-04-2026
Responsible/Author:	Trafikverket/Lindholmen Science Park
Dissemination level:	PU
Status:	Issued

Reviewed: yes




Funded by the European Union. Views and opinion expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Europe's Rail Joint Undertaking. Neither the European Union nor the granting authority can be held responsible for them.

The project DACcord is supported by the Europe's Rail Joint Undertaking and its members.

DACcord - GA 101121855

Figure 15: Cover of D13.1 Dissemination and Promotion Activities Review II

6. Conclusions

This summary describes the performed **European DAC Delivery Programme (EDDP) general and specific programme, risk, deviation and interfaces management** in the DACcord WP5 from project month M25 until M36.

The tasks to be carried out under this programme / DACcord project could be realised successfully by the EDDP programme managers in support to the EU-Rail JU (leading to the “EDDP work programmes” with their deliverables) and in cooperation with all parties involved in the different EDDP work areas and their interfaces, including the European Commission and the European Union Agency for Railways.

In the Reporting Period 3, besides the management of the programme itself, the alignment of all contributor projects, their actions, their fulfilment risks etc. towards the overall delivery for the Pioneer Train project was the main achievement and major step forward.

One essential part for this remained the one umbrella for all: the regular overarching programme risk management across all these areas (DAC FDFTO risk management). This activity finally now also comprises the Pioneer Trains Project and the other contributors as DACFIT and DACTiVate and was even supported by an unplanned task force job for the EDDP Programme Management (“Tiger Team”).

The further implementation of the EDDP stakeholder management plan via the communication activities (DACcord WP13) and the implementation of the “DAC Fora” system stabilised the engagement with European stakeholders in both ways, out from and into the EDDP. A major milestone was the DACcord final event held on 20 March 2026 (Brussels/hybrid), giving a holistic overview on where DAC stands in all facets to the European Stakeholder landscape.

Furthermore, DACcord could support at launching a successor management for EDDP in its last phase. The objective of the WP5 has been fully achieved and all tasks have been successfully performed.

The work in this work package and the entire DACcord project itself hereby end.

7. References

For an overall information on the programme and its related work areas, refer to:

<https://rail-research.europa.eu/european-dac-delivery-programme/>

All project deliverables can be found in the related parts of the Europe's Rail Cooperation Tool IT environment (programme members only).

8. Appendix

EDDP Programme Board agendas

 PB Agenda			
1. Introduction, Welcome, adoption of the Agenda			[EU-Rail / EC]
2. Review of actions since the last PB			[EU-Rail / PM]
EDDP and migration roadmap			
3. B1: DAC FDFTO Risk Management Workshop state of play	point type		[PM]
4. B1: Suppliers' cross-licence agreement state of play	information		[FP5 SPOC 4]
5. Manual uncoupling version for PDTs and migration	information		[FP5 and WA C]
6. C: Migration roadmap			
a) DACFIT - State of play	information		[DACFIT PM]
b) onsite visits in DE on parallel operation of coupler systems	information		[PM]
c) intermediate evaluation of deployment scenarios	action/discussion		[PM]
FP5-TRANS4M-R/FDFTO			
7. FP5-TRANS4M-R state of play	information		[FP5]
8. RAMSS target values state of play	information		[EU-RAIL]
9. Draft technical spec for new built / "DAC ready" & its communication	information		[FP5]
10. WP19 LCC assessment by the JU State of play (oral update)	information		[EU-Rail]
System Pillar (Task 4)			
11. State of play	information		[EU-RAIL]
12. AOB and closing			
- state of play EU-Rail tender "engineering solutions"			[EU-RAIL]
- short report from last DAC Fora			[PM]

Figure 16. EDDP Programme Board agenda 02/06/2025 (on-site Brussels / EU-Rail premises)

 PB Agenda			
1. Introduction, Welcome, adoption of the Agenda			[EU-Rail / EC] 14h00 – 14h05
2. Review of actions since the last PB			[EU-Rail / PM] 14h05 – 14h10
EDDP and migration roadmap			
3. Overview on DAC-related topics update	point type		[EU-Rail/PM] 14h10 – 14h20
4. G/C: EU-Rail tender "engineering solutions" state of play	information		[EU-RAIL] 14h20 – 14h30
5. B1: "tiger team" intermediate results	information		[EU-Rail/PM] 14h30 – 14h45
6. B1: 3 rd DAC FDFTO Risk Management Workshop	information		[PM] 14h45 – 14h55
7. B1: Suppliers' cross-licence agreement state of play	information		[FP5 SPOC 4] 14h55 – 15h00
8. B1/G/C: "European Loco Summit" draft concept	information		[PM/EC/EU-Rail] 15h00 – 15h15
9. B2: Stakeholder Management: overview dissemination/comm activities	information		[PM] 15h15 – 15h25
10. B1: Need for overarching project coordination after e.o. EDDP/DACcord	discussion		[UIP] 15h25 – 15h45
FP5-TRANS4M-R/FDFTO			
11. FP5-TRANS4M-R state of play (main risk points)	information		[FP5] 15h45 – 16h00
12. DAC Basic Package "medium detail spec" (e.g. for nat. funding schemes)	information/decision		[FP5] 16h00 – 16h10
13. WP19 LCC assessment by the JU state of play (oral update)	information		[EU-Rail] 16h10 – 16h20
System Pillar (Task 4)			
14. State of play	information		[EU-RAIL] --
15. AOB and closing			16h20 – 16h30

Figure 17. EDDP Programme Board agenda 16/09/2025



PB Agenda



1. Introduction, Welcome, adoption of the Agenda		[EU-Rail / EC]	14h00 – 14h05
2. Review of actions since the last PB		[EU-Rail / PM]	14h05 – 14h10
EDDP and migration roadmap			
3. G: PioDAC (Pioneer DAC Trains CEF Project)	point type information	[PioDAC PC]	14h10 – 14h30
4. B1: "tiger team" results and next steps	information	[EU-Rail/PM]	14h30 – 14h40
5. B1: 4 th DAC FDFTO Risk Management Workshop	information	[PM]	14h40 – 14h50
6. B1: Suppliers' cross-licence agreement state of play	information	[FP5 SPOC 4]	14h50 – 14h55
7. B1/G/C: DACFIT, especially locos state of play	information	[DACFit PM]	14h55 – 15h15
8. B2: Stakeholder Management: overview dissemination/comm activities	information	[PM]	15h15 – 15h25
9. B1: Overall project coordination after end of EDDP/DACcord	discussion	[EU-Rail/all]	15h25 – 15h45
FP5-TRANS4M-R/FDFTO			
10. FP5-TRANS4M-R state of play	information	[FP5]	15h45 – 16h00
11. FP5-TRANS4M-R Demo trains state of play	information	[FP5]	16h00 – 16h10
12. FP5-TRANS4M-R Sounding boards review	information	[FP5]	16h10 – 16h15
System Pillar (Task 4)			
13. State of play	information	[EU-RAIL]	16h15 – 16h25
14. AOB and closing - extension of PB member categories - provisional meeting dates 2026	information	[EU-RAIL]	16h25 – 16h30

Figure 18. EDDP Programme Board agenda 09/12/2025



PB Agenda



1. Introduction, Welcome, adoption of the Agenda		[EU-Rail / EC]	14h00 – 14h05
2. Review of actions since the last PB		[EU-Rail / PM]	14h05 – 14h10
EDDP and migration roadmap			
3. G: PioDAC state of play (milestones, authorisation, critical path, ...)	point type information	[PioDAC PC]	14h10 – 14h40
4. B1: 5 th DAC FDFTO Risk Management Workshop (incl. cross-lic. agreement)	information	[PM + FP5 SPOC 4]	14h40 – 14h50
5. C: DACFIT other topics than locos state of play UIP Info on DAC-rail	information	[DACFit PC / UIP]	14h50 – 15h00
6. E: ERA WG "retrofitting of ... with DAC" (authorisation) state of play	information	[ERA]	14h00 – 15h10
FP5-TRANS4M-R/FDFTO			
7. FP5-TRANS4M-R state of play	information	[FP5]	15h10 – 15h30
8. FP5-TRANS4M-R Demo trains state of play	information	[FP5]	15h30 – 15h40
System Pillar (Task 4)			
9. State of play	information	[EU-RAIL]	15h40 – 15h50
General			
10. B1: Overall project coordination after end of EDDP/DACcord	discussion	[EU-Rail/all]	15h50 – 16h20
11. AOB and closing - draft overview on EU and national DAC funding - DACcord objectives self-assessment	information	[EU-RAIL]	16h20 – 16h30

Figure 19. EDDP Programme Board agenda 03/03/2025

EDDP Supervisory Board agendas

 SB Agenda			
1.	Introduction, Welcome, adoption of the Agenda		[EU-Rail / EC]
2.	Review of actions since the last SB		[EU-Rail / PM]
FP5-TRANS4M-R/FDFTO			
3.	DAC FDFTO Risk Management Workshop state of play	<i>point type</i> information	[PM]
4.	FP5-TRANS4M-R state of play	information	[FP5]
5.	Summary of the exchange in the 02/06/25 PB	information	[EU-Rail]
EDDP and migration roadmap			
6.	Manual uncoupling version for PDTs and migration	decision	[FP5/PM]
7.	Summary of the DACFIT state of play in the 02/06/25 PB	information	[PM]
8.	Intermediate evaluation of deployment scenarios	discussion	[PM/all]
System Pillar (Task 4)			
9.	State of play	information	[EU-RAIL]
10.	AOB and closing - state of play EU-Rail tender "engineering solutions"		[EU-RAIL]

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Figure 20. EDDP Supervisory Board agenda 30/06/2025

 SB Agenda			
1.	Introduction, Welcome, adoption of the Agenda	[EU-Rail / EC]	14h30 – 14h35
2.	Review of actions since the last PB	[EU-Rail / PM]	14h35 – 14h40
EDDP and migration roadmap			
3.	Overview on DAC-related topics update	<i>point type</i> information	[EU-Rail/PM] 14h40 – 14h45
4.	G/C: EU-Rail tender "engineering solutions" state of play	information	[EU-RAIL] 14h45 – 14h50
5.	B1: "tiger team" intermediate results	information	[EU-Rail/PM] 14h50 – 15h05
6.	B1: 3 rd DAC FDFTO Risk Management Workshop	information	[PM] 15h05 – 15h15
7.	B1/G/C: Draft overview on DAC loco equipment issues	information	[PM/EC/EU-Rail] 15h15 – 15h25
8.	B2: Stakeholder Management: overview dissem./comm. activities	information	[PM] 15h25 – 15h35
9.	B1: Need for overarching project coordination after e. o. EDDP/DACcord	discussion	[UIP] 15h35 – 15h50
FP5-TRANS4M-R/FDFTO			
10.	FP5-TRANS4M-R state of play (main risk points)	information	[FP5] 15h50 – 16h00
11.	DAC Basic Package "medium detail spec" (e.g. for nat. funding schemes)	information/decision	[FP5] 16h00 – 16h10
12.	WP19 LCC assessment by the JU state of play (oral update)	information	[EU-Rail] 16h10 – 16h20
System Pillar (Task 4)			
13.	State of play	information	[EU-RAIL] --
14.	AOB and closing		16h20 – 16h30

Figure 21. EDDP Supervisory Board agenda 25/09/2025



SB Agenda



1. Introduction, Welcome, adoption of the Agenda
2. Review of actions since the last SB

[EU-Rail / EC] 14h30 – 14h35
[EU-Rail / PM] 14h35 – 14h40

EDDP and migration roadmap

3. B1: extension of PB member categories
4. G: PioDAC (Pioneer DAC Trains CEF Project)
5. B1: "tiger team" | results and next steps
6. B1: 4th DAC FDFTO Risk Management Workshop
7. B1/G/C: DACFIT, especially locos | state of play
8. B2: Stakeholder Management: overview dissemination/comm activities
9. B1: Overall project coordination after end of EDDP/DACcord

point type

decision
information
information
information
information
information
discussion

[EU-Rail / EC] 14h40 – 14h45
[PioDAC PC] 14h45 – 15h05
[EU-Rail/PM] 15h05 – 15h15
[PM] 15h15 – 15h20
[PM] 15h20 – 15h30
[PM] 15h30 – 15h40
[EU-Rail/all] 15h40 – 16h00

FP5-TRANS4M-R/FDFTO

10. FP5-TRANS4M-R | state of play
11. FP5-TRANS4M-R | Demo trains | state of play
12. FP5-TRANS4M-R | Sounding boards review

information
information
information

[FP5] 16h00 – 16h05
[FP5] 16h05 – 16h10
[FP5] 16h10 – 16h15

System Pillar (Task 4)

13. State of play
14. AOB and closing
- provisional meeting dates 2026

information
information

[EU-RAIL] 16h15 – 16h20
[EU-RAIL] 16h20 – 16h30

Figure 22. EDDP Supervisory Board agenda 18/12/2025



SB Agenda



1. Introduction, Welcome, adoption of the Agenda
2. Review of actions since the last SB

[EU-Rail / EC] 13h00 – 13h05
[EU-Rail / PM] 13h05 – 13h10

EDDP and migration roadmap

3. G: PioDAC state of play (milestones, authorisation, critical path, ...)
4. B1: 5th DAC FDFTO Risk Management Workshop (incl. cross-lic. agreement)
5. C: DACFIT other topics than locos | state of play | UIP Info on DAC-rail
6. E: ERA WG "retrofitting of ... with DAC" (authorisation) | state of play

point type

information
information
information
information

[PioDAC PC] 13h10 – 13h30
[PM + FP5 SPOC 4] 13h30 – 13h35
[DACFit PC / UIP] 13h35 – 13h40
[ERA] 13h40 – 13h50

FP5-TRANS4M-R/FDFTO

7. FP5-TRANS4M-R | state of play
8. FP5-TRANS4M-R | Demo trains | state of play

information
information

[FP5] 13h50 – 14h05
[FP5] 14h05 – 14h20

System Pillar (Task 4)

9. State of play

information

[EU-RAIL] 14h20 – 14h25

General

10. B1: Overall project coordination after end of EDDP/DACcord
11. AOB and closing
- draft overview on EU and national DAC funding
- DACcord objectives self-assessment

decision
information

[EU-Rail/all] 14h25 – 14h50
[EU-RAIL] 14h50 – 15h00

Figure 23. EDDP Supervisory Board agenda 30/03/2026 (Brussels onsite in CER premises/hybrid)