HORIZON 2020
Joint Technology Initiative Joint Undertakings

Anna Sibilla
DG RTD – Unit R4 New Management Modes
Unit R4 - *New Management Modes* - mission

The Unit ensures the effectiveness and coherence of the DG's delegation of programme implementation to Executive Agencies (EAs) and Joint Undertakings (JUs). The Unit acts as the central reference point for comparisons across R&I implementing bodies for matters such as resource efficiency and governance.

**Joint Undertakings TEAM**
ensures the coherence between the different JUs

**Executive Agencies TEAM**
steers the governance and administration of EAs, and manages the subsidies for their functioning

*HoU: Priscila Fernandez-Cañadas*
JTI JUs in FP7

JTI JUs = Public-Private Partnerships

Building on FP7 experience – first results
JTI vs JU

Joint Technology Initiatives (JTIs) are the instruments established in the Framework Programme 7 and extended under Horizon 2020. The initiatives have been created to implement industry-driven research.

Joint Undertakings (JUs) are the legal entities (EU bodies) set up to implement the JTI according to Art 187 TFEU.

PPP between the Commission and Industry
JOINT TECHNOLOGY INITIATIVE (Joint Undertaking)
Research agenda driven by industry
Common objectives
Joint implementation
Activities
open and transparent
IMPACT
competitiveness, growth, jobs, social benefits

Member States
EU
Industry

What are Public Private Partnerships?

IMI2
CS2
FCH2
BBI
S2R

ECSEL SESAR (JU)
JTIs established in the FP7

- Built on European Technology Platforms
- First experience with setting up long-term public-private partnerships in research at EU level
- Coordinate research efforts responding to industry needs
- Focus on fields of high industrial relevance, on key areas where research could contribute to Europe's competitiveness goals
- Implemented through new legal entities - Joint Undertakings

JUs established as EU bodies under Article 187 of the TFEU
**JTI JUs** already delivered in FP7

- **Achievements** against objectives
- **Increased industrial participation**
- **Increased SMEs** participation
- First track records of **success stories**

- **Fact sheets** highlight achievements and success stories for Clean Sky, FCH, IMI, Artemis and Eniac

Two Interim Evaluations and continuous monitoring & coordination
Second Interim Evaluation Reports

JTI JUs confirm that PPPs are a successful cooperation model to **address in a pre-competitive way R&I challenges** in specific technologies;

JTI JUs are capable of **creating and maintaining strong communities** across industry, research organisations and academia;

They create a **critical mass of expertise** to address the most complex problems and deliver high-quality scientific output.

Ref: COM(2014) 252 final
JTI JUs calls implementation in FP7

On yearly basis (*):

Participants involved in calls preparation and submission: over 2 500
Participants selected for funding: over 1 000
Aggregated success rate: about 34%

Industrial participation: large companies represented 31.1% of total participations and SMEs another 30%

SMEs aggregated success rate: 44% (vs. 19% in FP7 Cooperation Specific Programme)

Number of submitted proposals: over 550
Number of eligible proposals: about 500
Number of proposals selected for funding: about 150
Estimated average success rate in projects: 35%

(*) Source: JTI JUs Annual Progress Report 2012 and AAR 2013 – Information relates to Clean Sky, IMI, FCH, ENIAC, ARTEMIS.
France participation in JTI JUs in FP7
(source: CORDA DB, June 2015)

<table>
<thead>
<tr>
<th>JTI JU</th>
<th>Participations from France</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENIAC</td>
<td>242</td>
</tr>
<tr>
<td>FCH</td>
<td>162</td>
</tr>
<tr>
<td>IMI</td>
<td>155</td>
</tr>
<tr>
<td>CLEAN SKY</td>
<td>147</td>
</tr>
<tr>
<td>ARTEMIS</td>
<td>115</td>
</tr>
<tr>
<td><strong>total</strong></td>
<td><strong>821</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Participants by type</th>
<th>Nº of participations</th>
<th>EU contribution</th>
</tr>
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<tbody>
<tr>
<td>PUB</td>
<td>7</td>
<td>2.554.678,00</td>
</tr>
<tr>
<td>REC</td>
<td>198</td>
<td>187.793.934,00</td>
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<tr>
<td>PRC</td>
<td>500</td>
<td>196.572.351,00</td>
</tr>
<tr>
<td>HES</td>
<td>85</td>
<td>27.706.409,00</td>
</tr>
<tr>
<td>OTH</td>
<td>12</td>
<td>13.039.482,00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>802</strong></td>
<td><strong>427.666.854,00</strong></td>
</tr>
</tbody>
</table>
Participation in signed GAs

France counts 802 participations in 295 signed Grant Agreements (GAs), accounting for a EU contribution of about 427.7 million euros.

From the 802 participations, 164 (20.4%) are SME participations accounting for a EU financial contribution of about 42.9 million euros (10%).

Overall the French success rates in JTI JUs' calls is much higher than the overall French FP7 success rates (Cooperation). The French success rates for JTI’s in terms of applications is 60% (vs 25.18%) and in terms of EU financial contribution retrieved is 75% (vs 24.73%).
JTI JUs in Horizon 2020

The Innovation Investment Package

Budget, structure and main characteristics

First call – preliminary results

Overview of JTI JUs under Horizon 2020
What's in the Innovation Package?

- **Commission Communication** to set the policy scene
- **Total investment: €22 billion**
  - ~ €8 billion from Horizon 2020
  - ~ €10 billion from industry
  - ~ €4 billion from Member States
- **10 legislative proposals**
  - 5 proposals for Public Private Partnerships (Joint Technology Initiatives under TFEU Article 187)
  - Extension of SESAR Public Private Partnership (Joint Undertaking under TFEU Article 187)
  - 4 proposals for Public Public Partnerships (Joint Programmes with Member States under TFEU Article 185)
Second generation JTIs: How were they selected in H2020?

• **Criteria in Horizon 2020 legislation** (Horizon 2020, article 19)
  - European added value
  - Impacts
  - Scale and long term nature of industry commitments
  - Openness and transparency

• **Strategic importance**
  - For EU international leadership in the technologies
  - For EU policy objectives under Europe 2020

• **Building on success under FP7**
  - Following evaluations and experience
What's new compared to FP7?

• Simplified administration through alignment with H2020
• H2020 Common Support Centre also to assist JUs
• Funding rates same as in rest of H2020
• Introduction of Additional Activities
• Stronger coordination with national programmes
• Discussed and negotiated with Council and Parliament within a unique Innovation Investment Package
Main characteristics of the JUs

- **Governance and bodies:**
  - Governing Board – EC & private partners
  - Executive Director
  - Scientific Committee (advisory)
  - States Representatives Group (advisory)
  - Stakeholder forum (advisory)
  - Public Authorities Board (ECSEL)
  - Private Members Board (ECSEL)

- Multi-annual Implementation Plan and Annual Work Plan
- Annual Activity Report
## JTI JUs BUDGET
(million € for 2014-2020)

<table>
<thead>
<tr>
<th>Public Private Partnerships</th>
<th>EU (H2020)</th>
<th>Private Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative Medicines Initiative 2 (IMI2)</td>
<td>1 638</td>
<td>1 425</td>
</tr>
<tr>
<td>Fuel Cells and Hydrogen 2 (FCH2)</td>
<td>665</td>
<td>380</td>
</tr>
<tr>
<td>Clean Sky 2 (CS2)</td>
<td>1 755</td>
<td>2 194</td>
</tr>
<tr>
<td>Electronic component and systems (ECSEL)</td>
<td>1 185 (+ 1170 from MSs)</td>
<td>1 657</td>
</tr>
<tr>
<td>Bio-based Industries (BBI)</td>
<td>975</td>
<td>2 730</td>
</tr>
<tr>
<td>Shift2Rail (S2R)</td>
<td>450</td>
<td>470</td>
</tr>
<tr>
<td>European ATM system (SESAR)</td>
<td>585</td>
<td>1 000 (incl. Eurocontrol)</td>
</tr>
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</table>
## Budget allocated to the JTI JUs in Horizon 2020

<table>
<thead>
<tr>
<th>Priorities/Parts</th>
<th>Specific Objectives</th>
<th>Activities</th>
<th>PPPs</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>I. ICT</td>
<td>1.151</td>
</tr>
<tr>
<td></td>
<td></td>
<td>II. Nanoscience &amp; nano technologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>III. Advanced materials</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>IV. Advanced manufacturing &amp; pro.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>V. Biotechnology</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>VI. Space Research</td>
<td>146</td>
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<tr>
<td>Industrial Leadership</td>
<td>Leadership in enabling and industrial technologies</td>
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<td></td>
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<tr>
<td>Access to risk finance</td>
<td></td>
<td>I. Debt facility</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>II. Equity facility</td>
<td></td>
</tr>
<tr>
<td>Innovation in SMEs</td>
<td></td>
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### Societal Challenges

<table>
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<tr>
<th>Health, Demographic Change and Well-being</th>
<th>1.638</th>
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<tbody>
<tr>
<td>Food security, sustainable agriculture &amp; forestry, marine &amp; maritime research &amp; inland water research &amp; bio-economy</td>
<td>829</td>
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<tr>
<td>Secure, clean and efficient energy</td>
<td>428</td>
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<tr>
<td>Smart, green and integrated transport</td>
<td>1.745</td>
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<tr>
<td>Climate action, environment, resource efficiency and raw materials</td>
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<tr>
<td>Europe in a changing world - Inclusive, innovative and reflective societies</td>
<td>450</td>
</tr>
<tr>
<td>Secure societies - Protecting freedom and security of Europe and its citizens</td>
<td>585</td>
</tr>
</tbody>
</table>
# JTI JUs calls in 2014, first results

<table>
<thead>
<tr>
<th>JTI JU</th>
<th>call identifier</th>
<th>Launch date</th>
<th>Deadline</th>
<th>Budget (million €)</th>
<th>Proposals received</th>
<th>Below thresholds</th>
<th>Above thresholds</th>
<th>retained for funding</th>
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<tbody>
<tr>
<td></td>
<td>H2020-JTI-FCH-2015-1</td>
<td>5/05/2015</td>
<td>27/08/2015</td>
<td>123</td>
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<tr>
<td>BBI</td>
<td>H2020-BBI-PPP-2014-1</td>
<td>9/07/2014</td>
<td>15/10/2014</td>
<td>50</td>
<td>40</td>
<td>20</td>
<td>18</td>
<td>10</td>
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<td></td>
<td>H2020-BBI-PPP-2015-1-1</td>
<td>19/05/2015</td>
<td>15/09/2015</td>
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<tr>
<td></td>
<td>H2020-JTI-IMI-2014-3</td>
<td>17/12/2014</td>
<td>24/03/2015</td>
<td>112,86</td>
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<td>H2020-JTI-IMI-2014-4</td>
<td>6/11/2014</td>
<td>11/02/2015</td>
<td>2,26</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<td>CS2</td>
<td>H2020-CS2-CFP01-2014-01</td>
<td>16/12/2014</td>
<td>31/03/2015</td>
<td>47,96</td>
<td>220</td>
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<td>ECSEL</td>
<td>ECSEL-2014-1</td>
<td>9/07/2014</td>
<td>17/09/2014</td>
<td>80 (40 from EU)</td>
<td>34</td>
<td>7</td>
<td>27</td>
<td>6</td>
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<tr>
<td></td>
<td>ECSEL-2014-2</td>
<td>9/07/2014</td>
<td>17/09/2014</td>
<td>190 (95 from EU)</td>
<td>14</td>
<td>2</td>
<td>12</td>
<td>6</td>
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<td></td>
<td>H2020-ECSEL-2015-1-RIA-two-stage</td>
<td>17/03/2015</td>
<td>8/09/2015</td>
<td>50</td>
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<td></td>
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<tr>
<td></td>
<td>H2020-ECSEL-2015-2-IA-two-stage</td>
<td>17/03/2015</td>
<td>8/09/2015</td>
<td>95</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>total in 2014</strong></td>
<td></td>
<td></td>
<td><strong>905,68</strong></td>
<td><strong>402</strong></td>
<td><strong>75</strong></td>
<td><strong>94</strong></td>
<td><strong>48</strong></td>
</tr>
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### JTI JUs calls (*) in 2014, first results

(* calls for Associated Partners & Core Partners)

<table>
<thead>
<tr>
<th>JTI JU</th>
<th>Launch date</th>
<th>Deadline</th>
<th>Budget (million €)</th>
<th>Contracts (planned date of signature)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS2</td>
<td>16/04/2015</td>
<td>30/07/2015</td>
<td>91,5</td>
<td>1st semester 2016</td>
</tr>
<tr>
<td>S2R</td>
<td>1st stage 6/10/2014</td>
<td>1st stage 12/11/2014</td>
<td>135</td>
<td>3rd quarter 2015</td>
</tr>
<tr>
<td></td>
<td>2nd stage 1/02/2015</td>
<td>2nd stage On-going</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Innovative Medicines Initiative 2 (IMI2)

Rationale

• The **pharmaceutical industry** is important for Europe’s growth and competitiveness
  - €157 billion annual turnover
  - 660,000 people employed (including 110,000 researchers)
• Important challenges for the development of **new and effective treatments**.
• A **mismatch** between public health needs (e.g. treatments for Alzheimer’s) and where industry invests (many ‘me-too drugs’).
• The development of diagnostics and treatments is **complex, expensive and risky** (*market failures*).
• **EU participation** adds value by providing **sustained, long-term, large-scale public support** able to facilitate cross-border, cross-sector and interdisciplinary research and innovation consensus-building.
IMI2 General objectives

• Provide citizens with timely access to new and effective diagnostics and treatments that improve their health and wellbeing.

• Help safeguard the future international competitiveness of the European biopharmaceutical industry and secure growth and jobs.

Specific objectives

• Develop new therapies for diseases for which there is a high unmet need (i.e. Alzheimer) and limited market incentives (i.e. as antimicrobial resistance).

• Reduce the failure rate of vaccine candidates in phase III clinical trials through new biomarkers for initial efficacy and safety checks.
IMI2 at a glance

- EU funding from H2020: €1638 M
- Duration of the initiative: up to 2024
- Calls publication: in general 1 to 3/year, including ENSO
- Evaluation: usually 2 steps, (1) Expression of Interest and (2)Full Project Proposals
- Typology of projects: quite large size by budget allocated and number of partners.
- Large Industry partners do not receive EU funding
- IPR policy is specific
- EFPIA is member of the JU and represents private partners
Health R&I in H2020

Excellent science

Industrial leadership

European Research Council
Future and Emerging Technologies
Eureka Eurostars
SME instrument
Fast Track to Innovation
LEIT ICT
LEIT Biotech
LEIT Nanotech
Marie Skłodowska Curie Actions
Research Infrastructures
Access to Risk Finance

SC1 Health

IMI-2
AAL-2
EDCTP-2
Collaborative projects

EIT
EIT Health KIC
Fuel Cells and Hydrogen 2 (FCH2)

Rationale

• At present, FCH technologies are not cost-competitive.

• Full deployment of FCH technologies could have large direct and indirect economic effects (e.g. automotive industry).

• Industry alone cannot address the technological challenge of reducing costs.

• Collaborative research as a tool for intervening at EU level is insufficient.

• A JTI provides a stable budgetary framework to develop and implement an integrated sector-wide R&D strategy and ensure a clear industrial commitment to deployment.
FCH2 General objectives

• Develop a portfolio of clean, efficient and affordable hydrogen & fuel cell solutions in order to:
  ✓ contribute to European climate-change mitigation and energy-security efforts.
  ✓ foster a promising new high-tech industry.

Specific objectives

• Reduce production cost of fuel cells systems for use in transport applications while increasing their lifetime to levels competitive with conventional technologies.
• Increase energy efficiency of hydrogen production from water electrolysis while reducing capital costs.
• Demonstrate feasibility of using hydrogen as a competitive energy storage medium for electricity produced from renewable energy sources.
FCH2 at a glance

- EU funding from H2020: €665 M
- Duration of the initiative: up to 2024
- Calls publication: in general 1/year (the trend is for
- Evaluation: 1 step
- Typology of projects: R&I projects by size and budget allocated similar to collaborative research projects; Coordination and Support Actions & Tenders are also funded. No derogations from H2020 rules of participation
- Involvement of public authorities/regions
- The NewEnergy World Industry Grouping and N.ERGHY Research Grouping are members of the JU
Clean Sky 2 (CS2)  
Rationale

• To meet EU targets on climate & energy package we need to reduce the environmental impact of aviation.

• Aeronautics' future international competitiveness will depend on the environmental performance of its technologies.

• Improving the environmental performance in aviation is complex, expensive and requires long-term commitment (technological complexity).

• Industry alone cannot address this challenge because of the expense and risks involved, and because the social benefits of cleaner air travel cannot all be appropriated by the investing firms (market failure).

• Technological capabilities in aviation are highly specialised, complementary and scattered across Europe, which is why public intervention at individual Member State level is insufficient (cross-border knowledge).
CS2 General objectives

- Improve the environmental impact of European aeronautical technologies in order to:
  - contribute to the achievement of Europe's 20/20/20 targets.
  - secure the future international competitiveness of the European aeronautical industry.

Specific objectives

- Integrate, demonstrate and validate technologies capable of:
  - increasing aircraft fuel efficiency thus reducing CO2 emissions by 30%.
  - reducing aircraft NOx and noise emissions by 20 to 30%.

*Targets compared to “state-of-the-art” aircraft entering into service as from 2014.*
CS2 at a glance

- EU funding from H2020: €1755 M
- Duration of the initiative: up to 2024
- Calls publication: in general several/year (30% of the total budget allocated to call for partners)
- Evaluation: 1 step
- Typology of projects: rather small; topics are precise and often demand "monobeneficiary" applicants. Technical procurement may be launched for limited topics
- 16 large companies are members of the JU. Core partners, will be funded with a further 30% of budget following the launching of calls for proposals (see slide 20)
Aviation R&I in H2020

- Alternative fuels
- Security
- FCH 2 Fuel cells
- Clean Sky 2
- SESAR ATM
- Long term research
- Greening and competitiveness
- SME support
- Materials
- ICT
- Access to financing
- RSFF
- Basic research
- ERC
- Research infrastructures
Bio-based Industries (BBI) 

Rationale

• A Bio-based Industries JTI is needed as catalyst for the creation of new value chains.

  ✓ Cross-sectorial collaboration along value chains of previously unrelated sectors and industries.

  ✓ Necessary range of conversion processes for integrated biorefineries.

  ✓ Demonstration and deployment of advanced large-scale biorefineries.

  ✓ Facilitation and promotion of bio-based products uptake.
BBI General objective

• Contribute to a more resource efficient and sustainable low-carbon economy by developing sustainable and competitive bio-based industries in Europe.

Specific objectives

• Demonstrate technologies that enable new chemical building blocks and new materials from European biomass.
• Set up flagship bio-refinery plants that deploy the technologies and business models for bio-based materials, chemicals and fuels.
• Develop business models that integrate economic actors along the whole value chain.
BBI at a glance

- EU funding from H2020: €975 M
- Duration of the initiative: up to 2024
- Calls publication: it is expected 1/year (2 max)
- Evaluation: 1 step
- BIC consortium is member of the JU, BIC is formed by full (namely large industry, SMEs and Clusters) and associated members (universities, research organisations, others)
- Large Industry partners do not receive EU funding
- Synergies with EU Structural Funds are strongly sought
Biorefinery Concept
Private Partners: BIC members

Current Bio-based Industry Consortium (BIC) membership:

- 69 full members (including subsidiaries)
  - 40 Large industries
  - 17 SMEs
  - 12 Clusters

- 102 associate members
  - 33 Universities
  - 54 RTOs
  - 8 European trade organisations
  - 4 Associations
  - 3 European Technology Platforms (ETPs)
Electronic Components and Systems (ECSEL)

Rationale

- **Heavy investments** needed with large spill-over effects across economy and society.
- **Value chain** spread across Europe.
- **Fast moving field, high risk & costly** R&I requiring multi-disciplinary engineering & production skills only available across Europe.
- Only by combining private and public resources at EU, national and regional level we **leverage** the financial and technical means necessary to **master the technologies** and transform research into **commercial success**.
ECSEL General objectives

• A strong and globally competitive electronics components and systems industry in the EU.
• Availability of electronic components and systems for key markets and for addressing societal challenges.

Specific objectives

• Grow semiconductor and smart system manufacturing capability in Europe.
• Access for all stakeholders to a world-class infrastructure for the design and manufacture of electronic components and embedded/cyber-physical and smart systems.
• A dynamic ecosystem involving innovative SMEs, strengthening existing clusters and nurturing the creation of new clusters in promising areas.
ECSEL at a glance

• EU funding from H2020: €1185 M
• Member States (MSs) funding: €1170 M
• Duration of the initiative: up to 2024
• Calls publication: 1 or 2/year
• –Evaluation: currently 2 steps for both Innovation Actions and R&I Actions (IA and RIA)
• Three Industry Associations are members of the JU (EPoSS, AENEAS and ARTEMIS) together with MSs and Associated Countries on a voluntary basis
• synergies with EU Structural Funds are possible (MSs are involved)
Electronics R&I in H2020

Excellent science

Industrial leadership

European Research Council
Future and Emerging Technologies
SME instrument
Eureka Eurostars
Eureka clusters CATRENE EURIPIDES ² ITEA3
Marie Skłodowska Curie Actions
LEIT Nanotech
LEIT ICT
LEIT Biotech
Access to Risk Finance
Fast Track to Innovation
EIT ICT KIC
EIT

Research and Innovation
Shift2Rail (S2R)

Rationale

- **Insufficient share of rail** in the EU transport system in terms of addressing major societal issues such as rising traffic, congestion, security of energy supply and climate change
- Increasing **global competition** in the rail industry
- Need for major and coordinated investments in R&I that respond to **business and end-user needs** to support market uptake and contribute to completing EU transport policy objectives
- Need for a **system-wide approach**, involving all rail stakeholders for better integration
S2R General objectives

• Promote a **modal shift** towards rail by radically enhancing the **attractiveness and competitiveness** of the railway sector and creating a Single European Railway Area;

• Retain and consolidate the European rail industry's **leadership on the global market** for rail products and services.

Specific objectives

• **reduce life-cycle costs** of the railway transport system;

• **increase capacity** of the railway transport system;

• **improve customer experience**, providing reliable, flexible, accessible, rapid, comfortable, integrated end-to-end solutions;

• **improve interoperability and efficiency**;

• **reduce negative externalities** (noise, vibrations, emissions…).
S2R at a glance

- EU funding from H2020: €450 M
- Funding is split as follow: 40% to founding members; 30% to associated members; 30% fully open calls for partners
- Duration of the initiative: up to 2024
- S2R is currently in the preparatory phase
- 8 private partners are members of the JU, associated members are to be selected through an open call for proposal, published in October 2014 (see slide 20)
S2R Operational Activities

Fourth Railway Package

- Improve *competitiveness* of rail
- Spend *public money* more efficiently

- Remove administrative and technical barriers to improve interoperability and safety
- Open domestic rail passenger transport to competition
- Better governance of rail infrastructure
- **Innovation** pillar of the Single European Railway Area
  
  **Technology evaluator** to close the gap in the innovation chain (ideas-markets)
Rail R&I under H2020

Horizon 2020
77 028 M€

Excellent Science
24 441 M€

Industrial leadership
17 016 M€

Societal challenges
29 679 M€

Smart, green and integrated transport
6 339 M€

~7%

Rail
450 M€

Trains (IP1)
Traffic management systems (IP2)
Infrastructure (IP3)
ITS (IP4)
Freight (IP5)

Air
Road
Waterborne
Urban
Cross-cutting
Who does What?

EC thematic services deal with strategic and policy issues.

Contact details:

**Under DG RTD responsibility**

**IMI:** [Jean-Emmanuel.FAURE@ec.europa.eu](mailto:Jean-Emmanuel.FAURE@ec.europa.eu)

**Clean Sky:** [Ivan.KONAKTCHIEV@ec.europa.eu](mailto:Ivan.KONAKTCHIEV@ec.europa.eu)

**FCH:** [Johan.BLONDELLE@ec.europa.eu](mailto:Johan.BLONDELLE@ec.europa.eu) & [Katarzyna.DRABICKA@ec.europa.eu](mailto:Katarzyna.DRABICKA@ec.europa.eu)

**BBI:** [Laurence.BASTIN@ec.europa.eu](mailto:Laurence.BASTIN@ec.europa.eu)

**Under DG CNECT responsibility**

**ECSEL:** [Michel.Hordies@ec.europa.eu](mailto:Michel.Hordies@ec.europa.eu)

**Under DG MOVE responsibility**

**Shift2Rail:** [Rachel-Amanda.SMIT@ec.europa.eu](mailto:Rachel-Amanda.SMIT@ec.europa.eu)
The Joint Undertakings deal with operational matters and daily management of calls:


**BBI:** [http://bbi-europe.eu/](http://bbi-europe.eu/) - organisational chart: not yet available


**Shift2Rail:** [http://www.shift2rail.org/](http://www.shift2rail.org/) - organisational chart: not yet available
Additional information?

Issues common to all JTI JUs (i.e. reporting, monitoring of performance, evaluation, etc.):
DG RTD unit R.4 (Head of Unit: Priscila.Fernandez-Canadas@ec.europa.eu)

EU Research and Innovation on Europa:
http://ec.europa.eu/research/index.cfm?lg=en&pg=a-z (A-Z index)

Research Enquiries Service:
http://ec.europa.eu/research/index.cfm?lg=en&pg=enquiries

Synergies between EU programmes in support of R&I and competitiveness:

…and of course to participate: The Participant Portal!
THANK YOU FOR YOUR ATTENTION!

anna.sibilla@ec.europa.eu