

EIM's comments on “*Best practices and challenges of cross border infrastructure management*”

Author: Monika Heiming, Executive Director, EIM
(Bardo Schettini – Senior Analyst/ Manager of Technical Team)
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1 – EIM – A quick introduction



EIM in a nutshell

Founded:	March 2002
Legal entity:	AISBL (International Non-Profit Association)
Office:	Brussels, Belgium
Coverage:	11 countries
Members:	12 full members and 3 associate members
President:	Pier Eringa (ProRail)
Executive Director:	Monika Heiming

Contact

Address:	Square de Meeûs 1, B-1000 Brussels
Phone:	+32 2 234 37 70
Website:	www.eimrail.org
E-mail:	info@eimrail.org

Mission

- EIM **promotes** the development, improvement and efficient delivery of rail infrastructure in the EU
- EIM **represents** its members' political, technical and business interests to all relevant EU institutions
- EIM **supports** business development by providing a forum for cooperation

Vision

- EIM **supports** an open and seamless European rail network, promoting a safe and sustainable transport system

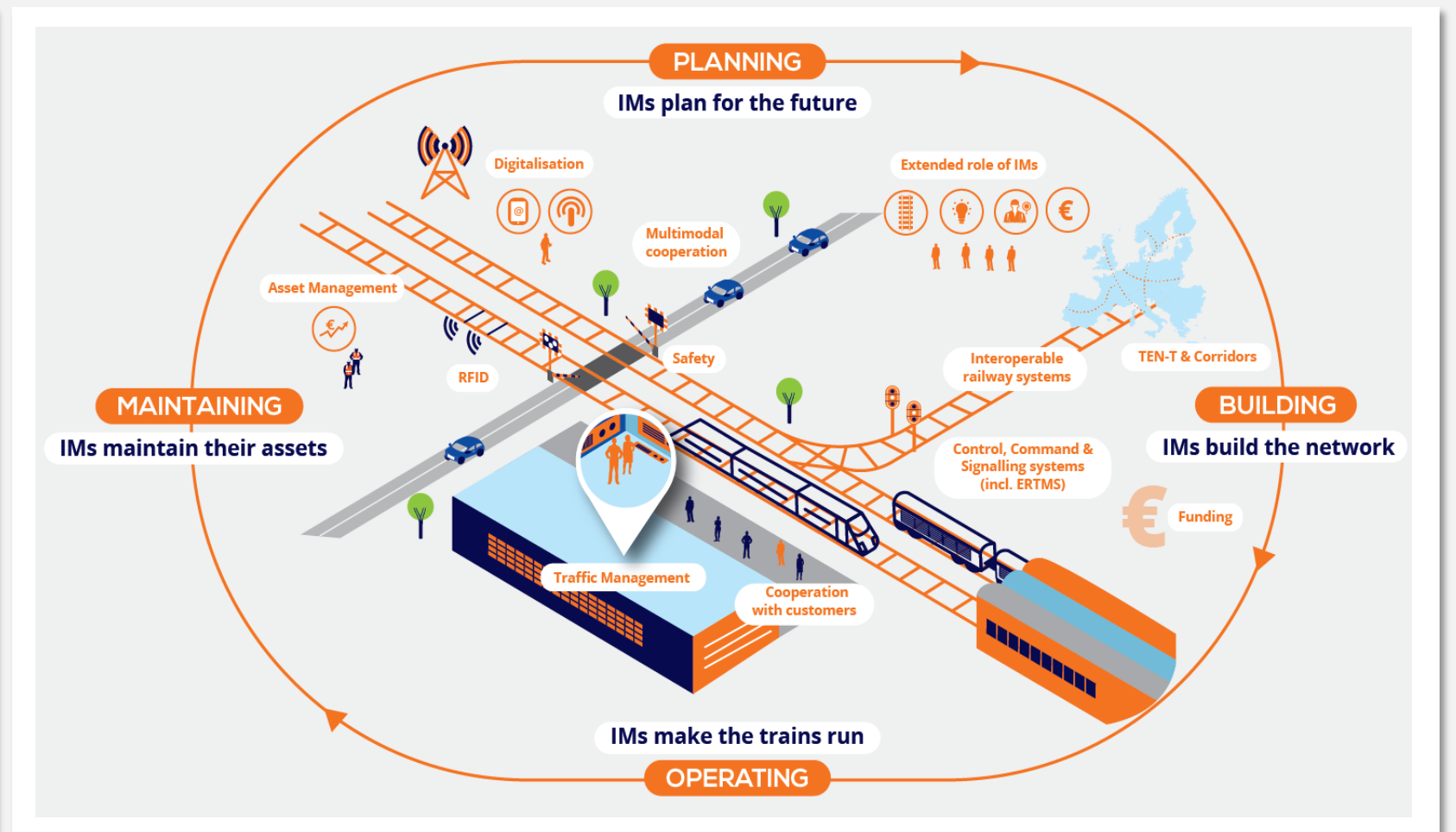
2 - The business environment of the IM - I

The value chain:

- Planning
- Building
- Operating
- Maintaining

The functions:

- Extended role
- Multimodality
- Interoperability
- Safety
- ERTMS & Signalling
- Customer management
- Traffic management
- Asset Management
- Digitalisation
- Cyber-/Security



2 – The business environment of the IM - II

Our business:

- Planning
- Building
- Operating
- Maintaining

Our tasks:

- Funding & resources
- Renewals & upgrades
- Traffic management
- Contingency management
- Safe operations
- ERTMS & Signalling
- Repairs & Maintenance
- Life Cycle Costing
- Digitalisation
- ...

Planning the railway



Strategy

- Long-term planning
- Funding
- Human resources
- Relationship with regulator and public funders
- Capacity allocation and charges

Building the railway



Investments

- Renewing and enhancing the rail infrastructure
- Ultimate design and development of projects
- Project management and delivery or procurement
- Land ownership

Making trains run



Operations

- Operating a safe network (operation and control centres)
- Meeting needs of customers (RUs and ext stakeholders)
- Path allocation
- Signalling/ Traffic management
- Ensure safety and meet customer needs

Looking after the network



Maintenance

- Whole life management of assets
- Maintenance working closely with Asset Management teams
- Data collection to improve decision making
- Minor renewals and enhancements

3 – Cross border infrastructure management

Main comments:

- **Rail infrastructure** is a national asset and thus not “international”;
- **Rail Baltica** is the first multi-shareholder project of its kind and thus unique (no comparable best practice);
- The **single European railway area (SERA)** with seamless cross-border operations is still not the norm, but an exception;
- A **successful cross-border rail infrastructure** requires harmonised political, technical, financial and operational rules and procedures;
- **Rail Baltica** has the unique chance to become the “best in class” example for a successful multi-country EU compliant infrastructure project and in future cross-border IM.

Good approaches on EU level

- Adoption of the 4th RP which fosters cross-border traffic (e.g. vehicle authorisations and safety certifications via the EU Agency for Railways; liberalisation of national rail passenger markets);
- **Directive 2012/34 on the SERA** (Recast) allows Member States to establish cross-border agreements to facilitate cross-border traffic;
- **Platform of rail infrastructure managers in Europe (PRIME)** addressing rail infrastructure issues, incl cross-border topics;
- EC initiative “**Issue Log**” to overcome technical-operational obstacles to cross-border traffic;
- **Connecting Europe Facility (CEF)** to fund cross-border missing links;
- **Rail Baltica** benefits from wider EU support (incl from EIM).

Challenges on EU level

- **Technical harmonisation ‘in progress’**: Different technical rules and legacy systems across the EU -> there are no best practice rules, yet – but the EU and the sector are working on it;
- **Operational harmonisation ‘in progress’**: Different operational rules across the EU, e.g. language, contingency management, commercial conditions and other aspects, etc. -> harmonisation initiatives have been launched;
- **Different procurement rules**: not an issue for national projects but well for cross-border projects like Rail Baltica;
- **Fiscal and financial incentives** to foster cross-border traffic by rail incl the related feeder lines;
- **Lack of data for cross-border sections** to support planning and facilitate quick project uptake and cross-border traffic.

3 – Cross border infrastructure management

Examples

- **Channel Tunnel (UK/FR)**: inter-governmental committee;
- **High-speed line between Perpignan Figueres (FR/ES)**: harmonised governance during project delivery (incl on procurement);
- **Fehmarnbelt Fixed Link road/rail tunnel (DE/DK)**: risk allocation between countries in project delivery;
- **Brenner Base Tunnel (AT/IT)**: solution-oriented (and not code-oriented) project delivery.

Non-key success factors to avoid

- **Cultural differences** to rules, standards and regulation;
- **Operational differences** between countries and railway operations;
- **Double work** (each side works on its own), increasing costs and delays;
- **Different procurement rules***;
- **Lack of data and transparency.**

* We are probably witnessing a paradigm change on EU level, reducing the emphasis of political discretion but increasing the regulatory oversight and execution.

4 – Governance benchmarking

Line	Border	Organisation	Assets	Drawbacks
Trieste-Divaca	IT-SI	<ul style="list-style-type: none"> ▪ EEIG among IMs ▪ IGC among MS ▪ Med Corridor 	<ul style="list-style-type: none"> ▪ The creation of a European Economic Interest Grouping reassured the European Commission and INEA ▪ The project was strongly pushed by coordinator Brinkhorst (now Radicovà) ▪ Both Member States and IMs have their respective fora (IGC & EEIG) while they also meet in the framework of the corridor. 	<ul style="list-style-type: none"> ▪ The Intergovernmental Commission does not guarantee success. Trieste-Divaca was criticised by the Commission in 2013 for a delay that was due to a lack of commitment by IT ▪ Local authorities are not directly involved in the project.
Euralpine Tunnel Lyon-Turin	FR-IT	<ul style="list-style-type: none"> ▪ IGC among MS ▪ Joint stock company ▪ Med Corridor 	<ul style="list-style-type: none"> ▪ Coordination through unique project promoter ▪ Sufficient means and competence to develop the project ▪ Having a single President/Head makes the representation of the company more cohesive. 	<ul style="list-style-type: none"> ▪ Unbalanced relationships between France and Italy : <ul style="list-style-type: none"> ○ More funding from Italy ○ Most of the works are on FR territory. ▪ Share of public financing is very high and is therefore relying on political decisions → less certainty.
Rail Baltica	EE-LT-LV	<ul style="list-style-type: none"> ▪ Stock company ▪ International Agreements ▪ North Sea Baltic Corridor 	<ul style="list-style-type: none"> ▪ Unique project promoter: Special Purpose Vehicle ▪ Strong political commitment ▪ Strong support from the European Commission and coordinator 	<p>RB Rail is a mix of different governance models (3 companies holding the shares of RB RAIL SA) that are ultimately controlled by Ministers from the 3 Member States. This is a challenge to the operational capacity of the joint company.</p>

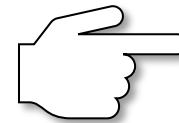
5 - Outlook





Any comments ?

Thank you very much for your attention



Your Contact:

Monika Heiming
Executive Director
Square de Meeûs 1
B-1000 Brussels, Belgium
Tel: + 32.2.234.37.70
Fax : +32.2.234.37.79
Email: monika.heiming@eimrail.org
Twitter: [MH_ExDir_EIM](#)
Web: www.eimrail.org