



European
Commission

Management Plan 2021

DIRECTORATE-GENERAL FOR EDUCATION,
YOUTH, SPORT AND CULTURE

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INTRODUCTION

Few policy areas are closer to the daily life and experiences of European Union (EU) citizens than education, culture, youth and sport. The COVID-19 pandemic has affected around 100 million learners and teachers and has tested not only the resilience of education and training systems across Europe but also the well-being of young people. It has affected millions of artists in the cultural and creative sectors as well as athletes and sport amateurs with the cancellation of events and the closing of sporting facilities, bringing numerous small organisations in both sectors to the brink of disappearance. It has also severely impacted EU and regional innovation ecosystems, putting at risk the survival of high-growth innovative companies which are crucial to tackle the economic crisis that will follow the pandemic.

The Directorate-General for Education, Youth, Sport and Culture (DG EAC) develops policy actions and fosters cooperation with Member States supported by the relevant programmes, fostering equity, excellence and agility in education systems, promoting culture as a catalyst for European values, stimulating competitive research and innovation, empowering young people to become active citizens in the democratic life, developing the European dimension in sport, and strengthening international cooperation.

These activities are strongly contributing to EU priorities addressing long-term challenges, such as digital transformation, whilst ensuring equity and inclusion, and towards a transition to climate neutrality. They also contribute to tackling the effect of COVID-19 through a coordinated European response, notably through the new Multiannual Financial Framework for 2021-2027 and NextGenerationEU, both within the EU and with our global partners, particularly with the Western Balkans, the EU Neighbourhood and Africa.

As from 2021, the new Erasmus+, European Solidarity Corps, Marie Skłodowska-Curie Actions and Creative Europe will all involve a high degree of individual mobility that will be further reinforced and made greener. They will offer space for projects that focus on sustainability and thus help lead to innovative solutions. The European Institute of Innovation and Technology (EIT) and its Knowledge and Innovation Communities (KICs) within Horizon Europe will also play a key role in that regard by contributing to strengthening innovation ecosystems. DG EAC will also contribute to the New European Bauhaus, a driving force that will bring the European Green Deal to life in an attractive, innovative and human-centred way. DG EAC's two flagship initiatives will continue to roll out in 2021: the new Digital Education Action Plan and the European Education Area.

The 2021 Management plan highlights the actions and outputs planned in order to achieve DG EAC general and specific objectives¹ (part 1 of the Management plan), as laid out in its

¹ All specific objectives can be found in the the annex section of this document.

2020-2024 Strategic Plan. DG EAC fulfils its mission under the leadership of Commissioner Gabriel responsible for DG Education, Youth, Sport, and Culture, in line with the overall objectives and political guidelines of the European Commission. Its mission targets to contribute to a knowledge-based Europe with the aim to achieve a competitive economy and an inclusive society, while addressing both the green transition and the digital transformation.

PART 1. Delivering on the Commission's priorities: main outputs for the year

General Objective 1 - A European Green Deal

Specific Objective 1.1 - Promote behavioural changes and support education towards a sustainable economy

In 2021, DG EAC will support the green and digital transitions through the **European Education Area**. This will include further work on an Education for Climate Coalition, a Commission proposal for a Council Recommendation on education for environmental sustainability, and a proposal for a European Competence Framework, to help develop and assess knowledge, skills and attitudes on climate. The **new Erasmus+ Programme** will pursue environmental and climate goals as one of its horizontal priorities, raising awareness about environmental and climate change challenges. Projects aimed at developing competences in sustainability-relevant sectors, developing green sectorial skills strategies and methodologies, as well as future-oriented curricula that better meet the needs of individuals will be prioritised. Innovative practices to enable behavioural changes, new consumption habits and lifestyles will also be boosted. As student and staff mobility is a core component of the Erasmus Programme, but also one of the most detrimental towards the environment due to airplane travel, Erasmus participants using low-carbon means of transport will be entitled to an extra economic help for the travel cost and IT tools will be adapted to properly monitor the carbon footprint associated with the travel and its evolution through the years. As from 2021, new accreditation and monitoring processes will be set up as regards Erasmus+ higher education institutions, requiring them to actively promote and implement environmentally friendly practices. As from 2021, Erasmus+ will also further encourage more sustainable and paperless practices by introducing a digitalisation of Erasmus administrative procedures, for example through the Erasmus Without Paper Network.

Specific measures to build up a 'green' dimension in the **European Solidarity Corps** will be initiated in 2021. Environmental sustainability and climate goals will be introduced as an overarching horizontal priority, including green practices in projects, awareness raising about environmental and climate-change challenges, and support for young people as active agents of change.

Under Horizon Europe, the **Marie Skłodowska-Curie Actions (MSCA)** will in 2021 significantly contribute to promote sustainable research in line with the European Green Deal. They will also aim to reduce the environmental impact of MSCA projects, increase awareness on environmental issues, promote sustainable behaviours and policies, as well as support policy and decision-making. The MSCA Green Charter is part of a larger set of efforts to green the MSCA. Finally, the European Researchers' Night in 2021 will be organised with a specific focus on the Green Deal.

The **European Institute of Innovation and Technology (EIT)** and its Knowledge and Innovation Communities (KICs) partnerships will in 2021 help accelerate the twin green and digital transition through innovation, education and business support activities and will contribute to transformation of European economy, industry and society and help in the recovery from the ongoing crisis. It will run a range of inspirational education programmes across Europe to help students, postgraduates or professionals develop the skills, competences and capacities suited to the future needs of European industries that are being modernised and digitally transformed.

Area	EIT's 2021 contribution to the Green Deal
EIT Climate	Transitioning to a low-carbon, circular economy, in particular as regards making agriculture climate-smart, transforming food systems or nurturing forests in integrated landscapes.
EIT Food	Technologies to substantially reduce the environmental impact of the food chain from producer to consumer, based on a circular bio-economy approach.
EIT InnoEnergy	Solutions that help reduce greenhouse gas emissions, decrease the cost of energy and increase the security of the energy system
EIT RawMaterials	Upscaling of new technologies for the flexible use of raw materials (sustainable extraction, recovery and production of raw and advanced materials critical for new applications in the green economy, e.g. e-mobility or renewable energy)
Cross-KIC Circular Economy initiative	Strengthen collaboration and coordination of internal and external activities of several KICs related to the circular economy.

The Culture strand of the **Creative Europe programme** shall contribute in 2021 to promote behavioural changes towards a sustainable economy. This is particularly relevant for culture and creative sectors, which have been among the first to suffer from the outbreak of COVID-19, and are among the most heavily hit. These sectors are increasingly aware of their role in fighting climate change and leading our societies to adopt more environmental-friendly habits. The Culture strand of Creative Europe will keep supporting and further encouraging this organic change and the programme will reward cooperation projects aiming to deliver high artistic quality and diversity while reducing their impact on the environment. The European professional networks scheme and the Creative Europe Desks will be encouraged in order to widely disseminate good practices to direct beneficiaries and beyond them. In the new programme, environment and climate change will be one of the key areas covered by Creative Europe supported networks.

Regarding EU policy making in the field of culture, activities will continue to contribute to the Commission's overall political priorities by enhancing culture's social and economic potential and by supporting the sector in its efforts towards a sustainable, green and digital recovery from the crisis.

Under the Council Work Plan for Culture, DG EAC manages several relevant working groups of Member State experts that will end, continue or start their work in 2021: Strengthening Cultural Heritage Resilience for Climate Change, Cultural Dimension of Sustainable

Development, and High-quality Architecture and built environment. All groups aim at exchanging good practices and identifying measures and recommendation for EU and national action. Through the 'Voices of Culture' dialogue with cultural stakeholders, DG EAC is convening two consultative meetings for cultural organisations and the Commission to consider culture and the sustainable development goals.

In 2021, DG EAC will start contributing to the **New European Bauhaus**, a movement based on sustainability, inclusiveness and aesthetics to bring the European Green Deal closer to people. Architects, artists, students, scientists, young people and others who wish to contribute should be able to feel, see and experience the green transformation.

General Objective 2 - Europe fit for the digital age

Together with the European Green Deal and the economic recovery, digital transformation is one of the major strategic objectives of the EU, even more needed following the COVID-19 pandemic. Pursuant to the updated Digital Education Action Plan, the European Education Area, the renewed EU Youth Strategy and the Updated Skills Agenda, the **digital dimension will be strengthened in the future Erasmus and Solidarity Corps programmes**, within the scope of their respective legal basis. Digital will be part of the programmes' design, activities and underlying processes. Concretely, **digital transformation incentives will be mainstreamed throughout all sectors and key actions**, and **dedicated initiatives** will be supported. The digital dimension of the future programmes is closely linked to the programmes' efforts of becoming more inclusive and greener, thus leveraging further effects and **allowing for synergies and cross-sectoral approaches**.

While physical mobility will remain the core of the programme, the Erasmus+ programme will start in 2021 to boost digital learning and exchanges, in the context of rapid and profound technological advancements, but also to provide new, more inclusive formats to participants who cannot take part in typical long-term mobility periods. **Blended mobility and virtual learning will be reinforced in all programme sectors, while priority will be given to mobility in digital fields to foster digital skills development.** Targeted activities such as the Digital Opportunity Traineeships scheme will be scaled-up for learners in higher education and expanded to Vocational Education and Training (VET). In the field of youth, the new youth participation activities will also work to develop digital competences and media literacy to increase resilience to disinformation, fake news and propaganda. The European Solidarity Corps will be promoted as a means to tackle societal challenges connected to digital transformation, e.g. through developing digital skills of volunteers and local communities. Under the cooperation strand, various activities will support acquisition of digital knowledge, skills and attitudes for learners and staff, foster high quality and inclusive practices. As part of the Erasmus recovery initiative 2021-2022, aiming to ensure programme response to the COVID-19 crisis, cooperation and capacity-building projects in all sectors will give high priority to digital, distance and online learning and teaching, digital skills development for learners and educators, innovative practices and digital pedagogies, digital sport training sessions.

The ambitious flagship initiatives European Universities and the Centres of Vocational Excellence will have a strong digital component, aiming to share capacity and know-how for high quality online content provision, while having a leading role in the digital transformation of higher education and VET sectors in Europe. The Programme will reinforce the support for platforms such as eTwinning, the Electronic Platform for Adult Learning (EPALE), School Education Gateway or the Youth Portal to boost exchanges on digital learning and teaching, as well as further develop and adapt successful tools such as SELFIE, Europass or the Youthpass. The programme implementation will also be

significantly digitalised, in particular through the European Student Card initiative, a revamped IT architecture for students, beneficiaries and implementing bodies.

A - Digital Education Action Plan

On 30 September 2020, the Commission adopted a **new Digital Education Action Plan 2021-2027** to support Member States in addressing the challenges of the COVID-19 crisis and the longer-term digital transformation. Longer in duration (until 2027) and in scope (beyond formal education and including lifelong learning), the new Action Plan offers a comprehensive vision for the digital education based on stronger EU coordination and cooperation. In the context of the new Action Plan, DG EAC will continue the implementation of the following actions which were first adopted in this context of the very first Digital Education Action Plan (2018-2020):

- **Action 2 - SELFIE self-reflection tool for schools** will continue its implementation in 2021 as well, working towards its goal of reaching 1 000 000 teachers, students and school leaders.
- **Action 4 - Higher Education Hub:** the OpenU project (Online Pedagogical resources for Universities in Europe) funded through Erasmus+ in April 2019 and implemented by a consortium of 20 partners from 11 countries. The project will lead, by the end of 2021, to the creation of a European hub for online and blended learning, virtual mobility and exchange of best practices.
- **Action 8 - Training for girls:** a series of workshops has been organised by the European Institute for Technology and Innovation and reached 4 104 girls in 16 countries (10 Member States, 6 candidate and other European countries). Workshops on digital and entrepreneurship skills will keep going to reach additional 12 275 girls in 2021.
- **Action 9 - Studies on ICT in education:** this action included the revision of the Organisation for Economic Co-operation and Development (OECD) Programme for International Student Assessment (PISA) questionnaire on use of ICT, which is in a pilot phase and will be included in PISA 2022.
- **Action 10 - Artificial Intelligence and analytics pilots:** two pilots took place. The first one resulted in an online system to match people with jobs and available courses or training, while the other led to the development of two proofs of concept to predict future skills shortages. This last one will be further developed through a cooperation with DG DIGIT during 2021.

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a comprehensive vision for the digital education based on stronger EU coordination and cooperation. The plan sets out two priority areas:

Specific objective 2.1 - Promote the development of a high-performing digital education ecosystem in Europe

The first priority area highlights the need for effective digital capacity planning and development in education and training systems. The COVID-19 crisis shows that overall levels of digital readiness in Europe are low and that education and training institutions need to adopt a planned, organisation-wide approach to integrating technology and developing digital skills of staff and students.

The following actions will be launched in 2021:

- A **strategic dialogue** with Member States to prepare a proposal for a Council Recommendation on enabling factors for successful digital education.
- Propose **Council Recommendation on Online and Distance Learning** for Primary and Secondary Education.
- Feasibility study for a European Exchange Platform to be launched as part of the Digital Education Content Framework action.
- Support where necessary **Gigabit connectivity, as well as connectivity in schools under the Connecting Europe Facility Programme**. Carry out the **Connectivity4Schools** scheme to support high-speed connectivity for primary, secondary and VET schools. Encourage Member States to make **the most of EU support** for broadband investments, internet access and digital equipment. Encourage Member States to include broadband in investment and reform projects in national recovery and resilience plans under the Recovery and Resilience Facility.

Specific objective 2.2 - Enhance digital skills and competences for the digital transformation for all

The second priority area focuses on the importance of digital skills for societal participation, inclusion as well as economic growth and innovation. This includes actions addressing existing digital skills gaps, promote digital literacy and digital competence development, from basic to advanced levels.

The following actions will be launched in 2021:

- Develop a **European Digital Skills Certificate (EDSC)** to allow individuals to assess their levels of digital proficiency;
- Incentivise **advanced digital skills development** through targeted measures including scaling up the **Digital Opportunity traineeships**;
- Encourage **women's participation in science, technology, engineering and mathematics (STEM)** in cooperation with the **European Institute of Innovation**

and Technology and **support the EU STEM Coalition** to develop new higher education curricula for engineering and information and communications technology based on the STEAM approach (science, technology, engineering, arts and mathematics).

Strengthening coordination and exchange on digital education at EU level

In order to support both priority areas at the EU level, a **European Digital Education Hub** will be created. Its purpose is to boost cross-sector collaboration and exchange (at regional, national and EU level) in digital education. As part of the Hub, the Commission will set up a network of National Advisory Services on digital education, allowing for more synergies between different education sectors and supporting Member States in their digital education strategies and efforts. The work around the European Digital Education Hub includes the annual organisation of a **Digital Education Hackathon**, a flagship initiative piloted during the 2018 Action Plan and to be scaled up in 2021 as a vehicle for grass-roots innovation.

The Digital Education Action Plan will be complemented by a strong communications and outreach campaign, which will increase the visibility of the Action Plan and its actions and promote stronger stakeholder engagement. The Commission will explore the organisation of a first Stakeholder forum of the Digital Education Action Plan.

The key role of digital for culture

The COVID-19 crisis demonstrates the key role of digital for culture. A forward-looking reflection is needed on the longer-term effects of the crisis on the cross-border dimension of performing arts works and music, and how digital culture/virtual mobility fits in, not only in terms of audience engagement, promotion of diversity, community-building among European citizens but also in terms preserving the balance between live performing experience and online viewing experiences. While the support scheme for the performing arts allows for translation, subtitling, upskilling on the use of digital tools, copyright and similar, we need more than a piecemeal approach. Regarding music, the sustainable recovery from the crisis is inter alia being promoted with a targeted support scheme (call under the 2020 Preparatory action on music); targeted calls should reach end beneficiaries in the first half 2021. Within the upcoming FLIP-3 Preparatory Action managed by DG EAC, this work towards digitalisation for cultural and creative industries (CCIs) will continue the setting up of a digital platform for finding financing for CCIs and a digital advice platform for Intellectual Property Rights (IPR) for CCIs, anchored at the CreativesUnite platform. In addition, digital technologies provide an opportunity for cultural organisations to develop interactive relationships with different audiences. Under the Work Plan for Culture 2019-2022, an expert group will in 2021 examine innovative tools and develop guidelines for collecting and managing data on digital audiences.

For players in the cultural sector, it is also particularly important to ensure that rules that apply offline, from competition to intellectual property, also apply online. This is also essential for the recovery of the sector from the Covid-related crisis. In this context, in 2021 DG EAC will continue to contribute to work streams related to the implementation processes of important legislative reforms such as the copyright reform, to ensure that the new measures are effective and their benefits are felt on the ground. DG EAC will contribute to other follow-up developments².

B- Contribution to Research and innovation

Europe needs a strong, resilient, flexible and creative human resource base, with the right combination of skills to match the future needs of the labour market, to innovate and to convert knowledge and ideas into products and services for economic and social benefit. The Covid-19 crisis has highlighted once more the importance of the Union's reliance on highly skilled research-based human capital that is able to detect and tackle upcoming challenges, to communicate scientific evidence to policy-makers and the public at large, and to work across disciplines.

Marie Skłodowska-Curie Actions (MSCA)

Specific objective 2.3 - Through the Horizon Europe Marie Skłodowska-Curie actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks

The Marie Skłodowska-Curie Actions (MSCA) are the main instrument at Union-level to entice more young people to a career in research, promote its attractiveness for top talents from around the world, as well as retain its own researchers. The different Actions (Doctoral Networks, Postdoctoral Fellowships, Staff Exchanges, COFUND, MSCA and Citizens) strongly contribute to excellent research, boosting jobs, growth and investment by equipping researchers with new knowledge and skills and providing them with an international as well as inter-sectoral exposure to fill the top positions of tomorrow.

In particular, at a time when digital technologies and skills are more prominent than ever, the MSCA Doctoral Networks will develop substantial training modules, including digital ones, addressing key transferable skills and competences common to all fields and fostering the culture of Open Science, innovation and entrepreneurship. In particular, Doctoral Networks should adequately prepare doctoral candidates for increased research

² DG EAC will also contribute to work streams related to the Digital Services Act package, actions in the area of Artificial Intelligence technologies, reviews of the Collective Rights Management Directive and of the copyright extension term Directive, follow-up to the short term review report on the geo-blocking Regulation, and to actions in the area of IPR enforcement, including follow-up to the IP Action Plan.

collaboration and information-sharing made possible by new (digital) technologies (e.g. collaborative tools, opening access to publications and to research data, FAIR data management, public engagement and citizen science, etc.).

The European Institute of Innovation and Technology

Specific objective 2.4 - As part of Horizon Europe, the EIT will further foster the integration of education, research and business, strengthen innovation ecosystems that help to tackle global challenges and deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery.

In 2021, the EIT will continue to support the Knowledge and Innovation Communities (KICs) in order to strengthen the innovation ecosystems that help to tackle global challenges, in synergy with the rest of Horizon Europe and other Union programmes. It shall do so by fostering the integration of education, research and business, thereby creating environments conducive to innovation, and by promoting and supporting a new generation of entrepreneurs and stimulating the creation of innovative companies in close synergy and complementarity with the European Innovation Council (EIC).

The EIT shall in particular:

- (1) Strengthen sustainable innovation ecosystems across Europe;
- (2) Foster innovation and entrepreneurial skills in a lifelong learning perspective;
- (3) Bring new solutions to market to address global challenges;
- (4) Ensure synergies and value added within Horizon Europe.

The specific objectives of the EIT for the period of 2021-2027 are to:

- (a) Increase the openness and impact of KICs and knowledge triangle integration across the Union;
- (b) Increase the entrepreneurial and innovation capacity of the higher education sector by promoting and supporting institutional change in higher education institutions (HEIs) and their integration in innovation ecosystems;
- (c) Increase the regional and local outreach of the EIT and its KICs in order to address disparities in innovation capacity and to enhance knowledge and innovation diffusion across the Union.

EIT and KICs have shown the necessary flexibility to respond to new and unexpected challenges and priorities and have already adopted measures and initiatives at the time of the outbreak of the COVID crisis. The EIT and its KICs will further contribute to the innovation efforts that are needed to tackle the impact of the crisis, in accordance with the priorities of the Union's recovery plan, the European Green Deal, the Union Industrial Strategy and the UN Sustainable Development Goals and in synergy with other Union's initiatives and partnerships.

General Objective 3 - An economy that works for people

Specific objective 3.1 - Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high quality education and training systems fostering EU social cohesion and economic welfare

In 2021, the European Semester process will be temporarily adapted to focus on the mobilisation of the Recovery and Resilience Facility (RRF). The Commission will not issue country-specific recommendations (CSR). Instead it will assess the substance of the recovery and resilience plans (RRP) that Member States will submit in 2021.

As all Member States in 2019 and 24 Member States in 2020 received a CSR on education and skills, DG EAC expects a significant investment in education reforms. In particular, digital skills and digital education should benefit from substantial investment under the RRF. The 2020 edition of the Education and Training Monitor precisely focussed on digital education provides an excellent evidence base for that purpose.

In 2021, in line with the priorities of the European education area, DG EAC will reinforce analytical work feeding into the Semester on the impact of the crisis on educational outcomes in particular on fairness and equity; the contribution of education to sustainable development; the impact of demography (e.g. urban-rural divide, migration, brain circulation); the gender dimension; and smart investment in education and digital education, including with the support of Joint Research Centre (JRC).

In 2021, DG EAC will also continue supporting the evidence-based policies for enhancing inclusion in higher education. The Commission will encourage the identification of disadvantaged and target groups, measuring progress towards targets, monitoring the intended and unintended effects of inclusion policies, and analysing the complexity of underlying factors. The new Eurostudent VII report, to be published in 2021, will provide key indicators from European countries on the social dimension of higher education, in line with the objectives of the European Education Area.

Enhancing the social dimension of higher education is also an important pillar of the Bologna Process. Ministers adopted at the Rome Bologna ministerial conference in November 2020 the 'Principles and Guidelines to Strengthen the Social Dimension of Higher Education in the European Higher Education Area', a clear political commitment from the 48 ministers to improve the social dimension of higher education. Peer learning and peer support actions will be organised, supported by the Erasmus+ programme, to give further momentum to concrete actions in this area. As from 2021, the European Education Area and the DEAP will work together with the EU Gender Equality Strategy 2020-2025 to help foster a smooth transition from school to academic studies, VET, as well as work and make lifelong learning a reality. Supported by the Skills Agenda, they will also promote a gender equal workplace culture and help combat racism and all forms of discrimination, including gender stereotyping.

Fostering EU social cohesion and economic cooperation is an important part also of cultural policy-making:

DG EAC is leading on a variety of initiatives harnessing the power of **culture and cultural diversity for social cohesion and well-being**. Findings and recommendations from the Open Method of Coordination (OMC) EU Member States' expert group on the theme 'From social inclusion to social cohesion: the role of culture policy' will feed into the Presidency Conference on culture and social cohesion organised in May 2021 in Porto (Portugal).

The Music Moves Europe initiative supports the European music ecosystem, which is one of the most severely impacted sectors by the COVID-19 pandemic. The European music sector was the third largest employer in cultural and creative sector before the pandemic, accounting for 1.2 million jobs. As the music sector got interrupted, many jobs are under threat or have already been lost. This is why the Commission decided to redesign the 2020 Preparatory Action 'Music Moves Europe': boosting European music diversity and talent, and came up with an Innovative support scheme for a sustainable music ecosystem with a budget of €2.5 million. The support will help the sector recover in a more sustainable way, adjust to new realities and newly emerging trends post-crisis, and ultimately become more resilient. This will be achieved by building on the pillars of the green transition and digital transformation objectives.

The Commission will also continue with the implementation of the 2019 Preparatory action to support the capacity building of small music venues through cooperation, to facilitate the implementation of music co-creation and co-production schemes, to promote training for capacity building (new business models, technology, digitalisation) of the sector, as well as music education for disadvantaged groups. In addition, following calls for tenders in 2019, an EU study on the Health and well-being of music creators will start in 2021, with the aim of providing a general overview of the occupational health risks musicians and music creators are exposed to, and an EU-wide mapping of existing initiatives contributing towards the prevention and treatment of adverse health issues related to performance and musical creation. In addition, an innovative pilot scheme promoting the export of European music will be implemented as from January 2021.

In 2021, DG EAC will also take stock of the first results of the Music Moves Europe 2018-2020 Preparatory Actions and design the first round of sector-specific actions supporting music under the new Creative Europe Culture sub-programme. It will also follow-up on the feasibility study on the establishment of a European music observatory and the EU study on a music market gaps analysis. In March 2021, and in the context of the Work Plan for Culture, the Commission will organise a virtual workshop with Member States' experts and selected representatives from the European music sector to discuss the state of play regarding Music Moves Europe, and to exchange on the situation of the music sector in light of the crisis' impact and the way ahead.

General Objective 4 - A stronger Europe in the world

Specific objective 4.1 - Promote and strengthen international cooperation in the fields of education, training, youth, sport, culture, and research and innovation

On 6 October 2020, the Commission adopted its Economic and Investment Plan for the Western Balkans. The Plan endorses the Western Balkans Agenda for Research, Innovation, Education, Culture, Youth and Sport, the overarching strategy for long-term cooperation with the Western Balkans, in all areas under Commissioner's Gabriel portfolio of responsibilities. The Agenda is expected to be completed in May-June 2021.

In October 2020 the College agreed to include in the 2021 Commission Work Programme, under the heading A Stronger Europe in the World, a proposal for a Communication on the Global Approach to Research, Innovation, Education and Youth. Its main focus will be on international cooperation in Research and Innovation, with contributions from education – higher education in particular – and youth, to complement areas such as human capital development, capacity building, science diplomacy and youth engagement. The provisional adoption date is set for 21 April 2021.

A - Education and Training, Youth

Erasmus+ International

Due to the delay in the adoption of the EU external instruments (NDICI and IPA III), Erasmus international actions exclusively supported by external funds, such as International Credit Mobility and the Capacity Building in Higher Education, will start only in 2022. The Erasmus Mundus Joint Master action will have an enhanced international outreach, with possibilities for Higher Education Institutions (HEI) from third countries to participate on equal footing.

During the first semester of 2021, DG EAC will work on preparing the association agreements for the six third countries currently associated to Erasmus+ which have expressed interest to join the new programme (Norway, Lichtenstein, Iceland, North Macedonia, Serbia and Turkey) are prepared and signed.

In the framework of the Western Balkans Agenda, starting in 2021 DG EAC will assist the remaining four countries (Albania, Bosnia and Herzegovina, Kosovo and Montenegro) to prepare to associate to Erasmus+. Preparatory measures will last at least four years until the level of preparedness of the newly set up National Agency meets the strict criteria of the Erasmus+ programme.

DG EAC, in cooperation with DG NEAR, will continue work on the post-2020 policy framework in education training and youth as regards Neighbourhood East countries, including the definition of concrete deliverables in digital skills, teaching reform, and innovation. DG EAC will engage in a biennial policy dialogue on higher education with the ten Southern Neighbours of the EU and will organise the 5th edition of the dialogue focusing on VET in the first semester of 2021. DG EAC will continue to support the harmonisation of

higher education through the Harmonisation, Quality Assurance and Accreditation (HAQAA) and Tuning Africa initiatives. Building on the outcome of the EU and African Union's (AU) Research and Innovation Ministerial meeting of 16 July 2020, DG EAC will continue exploring options to incentivise the return of researchers to Africa. DG EAC will also prepare the second meeting of the EU-Japan High Level Dialogue on education, culture and sport hosted by the Japanese Ministry of Education, Culture, Sport, Science and Technology (MEXT) scheduled for May 2021. DG EAC will continue to be involved in the negotiations of the EU China cooperation agenda 2025, which features people to people as one of the four main pillars.

As of 2021, the Commission aims to work on widening and strengthening the Jean Monnet Actions through bringing them closer to schools with a view to promoting the European way of life, sustainability and EU values³.

European Solidary Corps

Opportunities for organisations from neighbourhood partner countries to get involved in volunteering and networking activities are open in the new European Solidarity Corps programme. In 2021, preparations will continue for the new strand of the Corps, offering volunteering opportunities in humanitarian aid projects worldwide, expected to start in 2022.

B - Sport

Preparation for the launch of mobility of sport staff and sport coaches will continue in 2021. The European Week of Sport Beyond Borders' initiative will carry on to promote sport and physical activity, as well as an increasing cooperation with the Eastern Partnership and Western Balkans regions. Finally, DG EAC, in cooperation with DG NEAR, will implement the EU4Youth: European Week of Sport in the Western Balkans action.

³ Proposal for a Regulation of the European Parliament and of the Council establishing 'Erasmus': the Union programme for education, training, youth and sport and repealing Regulation (EU) No 1288/2013, Commission proposal for a regulation establishing 'Erasmus' - COM(2018) 367 final.

C - Culture

Under the Music Moves Europe initiative, DG EAC will conduct a study to implement the first actions to develop and promote European music export. The study will analyse the impact of COVID-19 on European music export within the EU and beyond and develop methodologies and practical tools paving the way for a European Music Export Strategy.

DG EAC will also implement two actions on the Western Balkans, one financed by the Instrument for Pre-Accession Assistance (IPA) Multi-Country Programmes to fight illicit trafficking of cultural goods, the other to support culture and creativity.

In 2021, the cultural dimension of EU international relations and cooperation actions will continue to be strengthened to promote better mutual understanding, dialogue and peace building. The first phase of the preparatory action European Houses of Culture (EHoC) will continue until June 2021 (due to the impact of Covid-19 on the six pilot projects selected in Mongolia, Sri Lanka, Ethiopia, West Africa, Central America and the USA). A set of policy recommendations will be presented at a high-level conference in spring 2021. The second phase of the Preparatory action will also start in January 2021.

D – Contribution to Research and Innovation

Marie Skłodowska-Curie Actions

The Marie Skłodowska-Curie Actions (MSCA) have a strong international dimension: international cooperation is particularly encouraged as it allows institutions to set-up strategic collaborations worldwide, attracts foreign talents to Europe and provides European researchers with access to unique expertise, facilities, testing environments or data available only outside Europe. As from 2021, cooperation under MSCA, already accounting for more than half of the total number of third countries participations in the Framework Programme, will become increasingly strategic. A specific action to further promote MSCA international cooperation will be selected in 2021 out of a call for proposals that has been included in the first MSCA Work programme in Horizon Europe.

The European Institute of Innovation and Technology

With regards to engagement with international organisations and non-EU countries, the European Institute of Innovation and Technology (EIT) will continue in close cooperation with the Knowledge and Innovation Communities (KIC) its efforts in positioning EIT's innovation model among other successful innovation initiatives and programmes at international level.

The Strategic Framework on EIT Global Outreach Activities will aim to foster international cooperation in research and innovation, contributing thereby to the Horizon Europe objectives and the Sustainable Development Goals.

In 2021, the EIT will ensure that the EIT Hubs in USA, Israel and China⁴ contribute to achieving the overall objectives of the EIT, the objectives of Horizon Europe and fully respect the bilateral EU-Outreach country (international) research and innovation agreements. Opportunities to engage with and build strategic partnerships at international level will be explored through participation in targeted events.

University-Business Cooperation.

Under Key Action 3 of the Erasmus+ programme, a number of activities will continue to be funded to continue developing greater cooperation between Higher Education Institutes and enterprises. A Thematic University-Business Forum is planned to take place in Italy towards the end of 2021. Country Reviews on the innovation capacity of HEIs in cooperation with the Organisation for Economic Co-operation and Development (OECD) are to be completed in Sweden, Greece, Lithuania and Slovenia. In another initiative, the next phase of the Labour-Market Relevant Outcomes project will also continue in conjunction with the OECD. The HEInnovate Platform will continue to be developed too as a community for HEIs to develop their innovation and entrepreneurial capacities. Finally, HESS activities (Higher Education and Smart Specialisation) support and monitor the investment from ERDF in skills and human capital, which will be a major building block in the investment agendas for HEI transformation.

⁴ Subject to the full operation of the EIT Hub in Beijing which is currently being set up and its structure and activities defined.

General Objective 5 - Promoting our European way of life

A - Education and Training

In 2021, DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems through studies, evaluations and impact assessments and the collection and use of data from relevant knowledge providers. In the context of COVID-19, IEA and UNESCO supported by the European Commission will launch a study 'Responses to Educational Disruption Survey (REDS)'. The study will provide valuable information on the challenges of providing quality instruction at a time of widespread educational disruption. REDS aims to evaluate the pandemic's impact on global education, as well as factors and measures that may influence the success of distance learning for students. The release of results is scheduled for the second quarter of 2021.

A key output to support evidence-based education policies will be the 10th edition of the Education and Training Monitor to be released in November 2021, which will be the first report under the European Education Area enabling framework.

B - European Education Area

Specific objective 5.1 – Make the European Education Area a reality, removing barriers to learning, improving access to quality education and making it easier for learners to move between countries

At the core of the European Education Area (EEA) lies the commitment to the first principle of the European Pillar of Social Rights, that is, to provide access to quality and inclusive education and training for all. The key priority for 2021 is to ensure the smooth and timely implementation of the EEA, supported by Europe's Recovery Plan (Next Generation EU) and the Erasmus Programme. The means and milestones to follow in 2021 include: establishment by June of the European Education Area Steering Board, launch of Erasmus Teacher Academies, launch of an expert group on quality investment in education, proposing Council Recommendations on micro-credentials, volunteering and education for environmental sustainability. Work on a permanent European Education Area Platform will also start in 2021.

As part of the Digital Education Action Plan, a new self-reflection tool for teachers will be developed and launched in September 2021. Building on the success of the SELFIE tool for schools, 'SELFIE for Teachers', will allow teachers to self-assess their digital skills for professional use, in their teaching practice and for supporting learners. The tool is based on the European Framework for the Digital Competence of Educators, which is widely used in Member States.

In 2021, the Commission will work with the higher education and research communities and Member States to co-create a **higher education transformation agenda**. The objective is to provide incentives for the more than 5 000 higher education institutions

across Europe to adapt to the post-Covid-19 conditions and train the future generations in co-creating knowledge across borders, disciplines and cultures for a resilient, inclusive and sustainable society. This work will be guided by an open public consultation and targeted consultations of stakeholders and Member States.

In order to support this transformation agenda in 2021, DG EAC will:

- focus on the monitoring of the **European Universities alliances**, in close cooperation with EACEA, mapping the obstacles that they may face, identifying possible solutions and preparing the full roll-out of the initiative under the Erasmus programme in synergy with Horizon Europe, the Digital Europe Programme and other EU instruments;
- cooperate with Member States and stakeholders on the development of a **European Degree** that could provide a framework to ease the delivery of joint degrees of Universities alliances and be a foundational element to allow students at all levels and across all disciplines to choose what, where and when to study within the members of a transnational University alliance, following a pedagogical sound guidance. In 2021, preparatory work and intensive consultations will take place;
- organise a wide consultation on the common **European Approach to Micro-credentials** (high quality, flexible and modular short learning courses for updating and broadening knowledge, skills and competences);
- further promote the **automatic mutual recognition of qualifications and learning periods abroad**, and launch a study on the implementation of the Council Recommendation (higher education) at the beginning of 2021, further closely supporting its implementation in all Member States, and will also monitor the finalisation of the European Parliament Preparatory action (secondary education);
- lay the foundations of a genuine **European Recognition and Quality Assurance System**, ensuring that external quality assurance safeguards the autonomy of higher education institutions and at the same time maintains the public trust for the automatic recognition for further learning within and across Member States;
- further build the **European graduate tracking mechanism**, preparing the European graduate survey 2021, and set up a governance structure with bodies at EU and national level to ensure sustainability of the work of the graduate tracking initiative;
- strengthen and scale up EU's data instruments and **knowledge tools for Higher Education**, U-Multirank and the European Tertiary Education Register (ETER), and continue work on a Knowledge Hub for Higher Education (with the Joint Research Centre). In addition, a European hub for online learning supporting blended and virtual mobility and enabling virtual campuses and exchange of best practices will be created;

- launch the progressive rollout of the **European Student Card initiative**, with the first aspect becoming mandatory in the context of Erasmus+ (European student hologram and a unique European Student Card Number enabling their access to services, discounts and special deals when abroad, European Student eID to facilitate cross-border identification and authentication online);
- improve the quality and accessibility of **Early Childhood Education and Care systems** (ECEC) to better prepare children to succeed throughout life, disseminate the inclusion toolkit and report on professionalisation of ECEC staff, mutual learning, exchange of good practices and provide financial support to projects via the Structural Funds, the Recovery and Resilience Facility and Erasmus+;
- launch a wide consultation on **'Pathways to School Success'** across the education and training community and an expert group supporting cooperation, mutual learning and exchange of practices between Member States around underachievement, inclusion and well-being at school, in view of a proposal for a Council Recommendation aimed at ensuring that all pupils reach a baseline level of proficiency in basic competences and complete upper secondary education;
- further collaborate on **multilingualism and language competences** with the Council of Europe's European Centre for Modern languages within the joint action for innovative methodologies for language teaching and assessment; and prepare, through a grant agreement with OECD, a voluntary module to assess foreign language competences with PISA 2025;
- work on widening and strengthening the **Jean Monnet Actions** through bringing them closer to schools with a view to promoting the European way of life, sustainability and EU values⁵;
- develop **Erasmus Teacher Academies** involving providers of initial and continuing education providers in networks and Communities of Practice to work on common challenges such as digitalisation, inclusion or sustainable environment, including modules supporting teachers to adapt to multilingual and multicultural classrooms;
- produce European guidance for national career frameworks, intended to diversify **teaching careers** and make them more attractive, and develop a policy framework increase the number and quality of mobility of teachers, addressing obstacles such as matching offer and demand, scheduling mobility actions and ensuring recognition of learning abroad.

⁵ Proposal for a Regulation of the European Parliament and of the Council establishing 'Erasmus': the Union programme for education, training, youth and sport and repealing Regulation (EU) No 1288/2013, Commission proposal for a regulation establishing 'Erasmus' - COM(2018) 367 final

- establish a **European Innovative Teaching Award** to recognise the work of teachers (and their schools) who make an exceptional contribution to the profession. This initiative will build on good practice, including the European language label, the Jan Amos Comenius prize, eTwinning national and European prizes.

Erasmus+ Programme

The new Erasmus programme will have as core objectives to develop key competences and forward looking skills of its participants, including digital skills. The programme will also foster social inclusion and diversity, active citizenship and support climate goals. In the context of COVID-19, the support for taking up of digital technologies in learning, teaching, training and international cooperation is crucial to allow for more flexibility in mobility to counter the impact of the COVID-19 pandemic that will likely still hamper physical mobility to an extent in 2021.

Specific objective 5.2 - With the support of the Erasmus+ programme, promote learning mobility of individuals, as well as cooperation, inclusion, excellence, creativity and innovation at the level of organisations and policies in the field of education and training

In 2021, the Erasmus programme will invest in education and training, youth and sport as a key tool in the continent's recovery, just as much as for its future growth, fostering skills and competences development necessary for the economic growth and social wellbeing in the medium and longer-term. DG EAC will mobilise all actions of the work programme 2021 and leverage the programme's flexible architecture for the recovery process, while reinforcing its commitment for a greener and more sustainable future, working on better integrating digital technologies, and being more inclusive, diverse and easily accessible.

DG EAC will develop and strengthen the Erasmus+ programme by updating the learning mobility framework, enabling more learners and teachers to overcome obstacles and benefit from a mobility opportunity. The revised framework will address a triple challenge:

- (i) ensuring opportunities for a much wider variety of participants,
- (ii) green and digital mobility, including by blending online and physical exchanges,
- (iii) encouraging balanced mobility.

DG EAC will also put a strong focus on mitigating the socio-economic and educational consequences of the pandemic, developing key new competences, social inclusion, active citizenship, supporting climate goals and taking up digital teaching and learning and innovative, open pedagogies to counter the impact of the COVID-19 pandemic, which has exacerbated the digital and social divide. DG EAC will ensure the programme prioritises investments in cooperation projects, supporting and accelerating structural reforms as well as compensating for a possible reduction of physical mobility in the first phase of the recovery.

In the field of higher education, promotion and follow up of the implementation of new inclusion measures and the principles of the new Erasmus Charter for Higher Education (ECHE) will be a priority in 2021. These include the introduction of more flexible mobility formats, such as blended mobility, the reinforced equality and equity principles of the charter, a revised grant system providing additional support to students and staff with fewer opportunities. Promoting the European Student Card Initiative will also play a big role in fostering inclusion, in particular the new Erasmus+ Mobile App that will make participation in mobility simple and administrative steps user-friendly. In this regard, active cooperation with student organisations such as the Erasmus Student Network (ESN) will be essential.

In the area of **School Education, Vocational Education and Training and Adult Education**, a modernised accreditation system will be introduced. A specific selection process is organised for Erasmus+ VET Charter holders to allow them to join the scheme. If successful and accredited, these organisations will have the possibility to introduce annual budget requests during the life of the programme without having to re-submit a fully fleshed application. Organisations not willing to go through the accreditation process will still be able to benefit from short-term projects.

Under Key Action 2, two new actions will be launched in 2021: the **Alliances for Innovation** will help to foster cooperation between enterprises, Higher Education and Vocational Education and Training (VET) to develop new innovation and entrepreneurship in education and training, and new **Forward-Looking Partnerships** will bring about bottom-up innovation aiming at a systemic impact.

Erasmus+ will also continue to fund other areas of innovation work such as the increasingly successful platform and community of HEInnovate.

The **European Language Label**, rewarding excellence and promoting innovative initiatives in the field will continue under the new Erasmus programme, will be awarded to projects that support language learning and digital tools, promote equity and active citizenship as well as professional development of language teachers.

The **eTwinning** platform will continue to serve its community of teachers, school staff, and students. The eTwinning annual theme 2021 will be '**media literacy and disinformation**'. The topic is to be understood in the widest sense but will include a focus on the ability of young people to assess and react appropriately to online media content. The eTwinning annual conference is scheduled for October 2021.

The **School Education Gateway** will continue to serve school education stakeholders (teachers and school leaders, policy makers, researchers, teacher educators, education providers and organisation representatives), including Early Childhood Education and Care (ECEC) and Vocational Education and Training (VET). In 2021, new contracts for **eTwinning** and the **School Education Gateway** will see two contractors taking care of content and

community on the one hand, and IT development on the other hand. In this crucial year the up to 16-year-old legacy platforms, will a) be completely redeveloped in a state-of-the-art technology stack, and b) be **merged into a single integrated platform** for both content and functionalities, streamlining the user experience.

The **Electronic Platform for Adult Learning in Europe (EPALE)** will provide an even better service for the community of adult learning practitioners in Europe. The platform will be refactored and migrated to Drupal 8 will go live at the beginning of 2021 with new functionalities and **eight additional language versions**. Once the EPALE platform and the new content is deployed successfully, the next focus will be on improving the EPALE mobile application. The annual EPALE community conference is scheduled for October 2021.

Erasmus+ Programme – Youth

2021 will be the third year of implementation for the EU Youth Strategy 2019-2027, as laid down in a Council resolution in 2018, and the last year of rollout for the EU work plan for youth 2019-2021. This 3-year period has been focused on creating more opportunities for youth, including through the preparation of a European Youth work agenda and the update of the 2008 Council recommendation on the mobility of young volunteers across the EU, as well as on promoting youth participation in democratic life. The Council resolution establishing the EU Youth Strategy also foresees that the Commission will report on the implementation of the Strategy in 2021, based, inter alia, on information provided by Member States and the Youth Wiki.

The **European Youth Week 2021** that will be organised in programme countries by the National Agencies, as every second year, will serve as an opportunity to promote the new generation of programmes and discuss youth participation topics.

Specific objective 5.3 - With the support of the Erasmus+ programme, promote non-formal learning mobility and active participation among young people, as well as cooperation, inclusion, creativity and innovation at the level of organisations and policies in the field of youth

In early 2021, DG EAC will organise the launch of the new Erasmus+ in the field of youth, reaching out to potential beneficiaries to communicate on novelties and priorities, addressing socio-economic challenges, such as social inclusion, developing life skills and democratic participation. In 2021, it will support a range of non-formal and informal learning opportunities for young people and youth workers of all backgrounds, enable cooperation to strengthen the youth sector and help implement the EU Youth Strategy priorities of engaging, connecting and empowering young people as active citizens. New actions will complement the existing formats - Youth Exchanges and Youth Workers mobility – with the goal of empowering young people and supporting their personal and professional development.

The application rounds under DiscoverEU – which was a European Parliament preparatory action from 2018 to 2020 – will only be integrated in the Erasmus+ programme as of 2022 under Key Action 1. In 2020, the objective under the **DiscoverEU action** was to give around 60 000 young people the opportunity to discover Europe's cultural heritage and diversity. However, the outbreak of COVID-19 in March 2020 resulted in travel restrictions for affected areas, which had a major impact on DiscoverEU. Both application rounds (planned in March and November) were cancelled in 2020. Consequently, the budget allocated for the 2020 DiscoverEU work programme under the European Parliament Preparatory Action will be transferred to 2021. The plan is to organise two DiscoverEU application rounds under the preparatory action budget (in May 2021 and in October 2021) for 30 000 travel passes each, giving the chance to those young people who were eligible under the cancelled 2020 application rounds to apply as well.

European Solidarity Corps

Specific objective 5.4 - With the support of the European Solidarity Corps, enhance the engagement of young people and organisations in accessible and high-quality solidarity activities as a means to contribute to strengthening cohesion, solidarity and democracy in the Union and abroad, addressing societal and humanitarian challenges on the ground, with particular effort to promote social inclusion

The European Solidarity Corps promotes solidarity as a value, contributing to cohesion, democracy and citizenship. It has shown capacity of mobilising thousands of young people and civic organisations to address unmet societal needs and strengthen communities, whilst allowing participants to gain new skills. It provides volunteering, traineeships and jobs opportunities; and supports youth-driven local initiatives and networking among participants and organisations.

In early 2021, DG EAC will organise the launch of the new European Solidarity Corps, reaching out to potential beneficiaries to communicate on novelties and priorities. Building on the experience with the European Solidarity Corps 2018-2020 and the strong interest of young people to engage and contribute in solidarity activities (more than 260 000 young people have so far registered to be part of the Corps and concrete solidarity actions), the European Solidarity Corps will continue providing a growing number of opportunities, in particular for volunteering, in various solidarity areas, including those linked to environment and climate change. The Corps will also be promoting digital readiness, modernisation and cooperation of Europe's civil society to inculcate solidarity and community spirit in the young. The European Solidarity Corps portal, with matching tools, e-learning and a networking platform will help join forces and propel multiple civic and volunteering activities across Europe and beyond.

Preparations will continue in 2021 for the launch (planned for in 2022) of the new strand under the European Solidarity Corps offering volunteering opportunities in humanitarian aid worldwide.

C - Sport

Specific objective 5.5 - With the support of the Erasmus+ programme, promote learning mobility of sport coaches and staff, as well as cooperation, inclusion, creativity and innovation at the level of sport organisations and sport policies

Erasmus+ Programme – Sport

The COVID-19 crisis has further underlined the importance of sport and physical activity, a key part of our European way of life, in developing both physical and social resilience. With the pandemic, the contribution of sport to preventive health becomes even more important, in particular the need to promote a healthy lifestyle in EU Member States. DG EAC's actions in 2021 will continue to give visibility to the role of sport in society for people's health, social inclusion and well-being, and contribute as well to other political priorities such as cancer prevention: according to World Health Organization 40% of all cancer cases can be prevented, including with the adoption of healthy lifestyles featuring physical activity. In 2021, EAC's actions supporting sport sector, its governance and forms of practice, will also contribute to promoting innovation and digitisation of sport organisations.

In 2021, DG EAC will continue promoting participation in sport and physical activity, including through the sport actions of the programme. Grassroots sport will remain a priority, fostering increased participation in sport and awareness of the importance of health-enhancing physical activity in line with the follow-up to the Tartu Call for a Healthy Life Style. The promotion of gender equality in sport will also be stepped up with a High Level Group of experts proposing future actions to reach **gender equality in sport**. Gender equality will remain the general principle underpinning all eligible projects under Erasmus or other funding opportunities such as the Preparatory Actions in the field of sport. The sport actions will also continue to support initiatives that tackle cross-border threats to the integrity of sport, such as doping, match fixing and violence, as well as all kinds of intolerance and discrimination. It will also promote and support good governance in sport, dual careers of athletes, and voluntary activities in sport, together with social inclusion, including of refugees and migrants. The implementation of the Erasmus sport actions will continue to assist sporting organisations and clubs to recover from the COVID-crisis.

DG EAC will also work to implement the Fourth **EU Work Plan for Sport** (2021-2024) setting out the policy priorities and main actions for cooperation in the field of sport at EU level.

In addition,

- The **Preparatory Actions** in the field of **social inclusion** of refugees and the promotion of grassroots sports programmes and infrastructure innovation will continue. A new preparatory action building the investigative capacity of national authorities to better fight doping in sport in Europe will be implemented.

- The 7th edition of the **European Week of Sport** will take place from 23 to 30 September 2021. Furthermore, the European Week of Sport will be used to raise awareness of the need to practice sport and physical activity, including for health reasons, linking the '*Europe's Beating Cancer*' initiative:
- The annual **EU Sport Forum** will take place under Portuguese Presidency and will continue to be a unique opportunity for sport organisations to meet and discuss key topics in the field of sport with policy makers, representatives of EU institutions, and Member States.
- In 2021, the **#Beinclusive EU sport awards** will once again recognise sport organisations working with ethnic minorities, refugees, people with disabilities, youth groups at risk, or other groups that face challenging social circumstances.
- A new gala of the **#BeActive awards** will be organised at the end of 2021.
- DG EAC will continue to support evidence-based policy in the field of sport. A group of experts on **Gender Equality in Sport** will be convened with the aim of submitting proposals for future actions to the Commission.

D – Culture

Culture should be at the heart of the twin digital and green transition and help Europe come out of the crisis more sustainable and more resilient. The cultural sectors have been among the first to suffer from the outbreak of COVID-19, and are among the most heavily hit. They will most probably will be the last ones to be able to resume their regular activities, once containment measures are lifted or relaxed,. The current crisis has already put millions of artists and small companies under existential threat. It primarily falls to individual Member States to set up economic measures for the most affected sectors, including the cultural ones, but there is also a clear need - and an opportunity - for a strong European response.

EU policy making and cooperation on culture reflects the strategic orientations of the New European Agenda for Culture (May 2018) and the priorities set in the Work Plan for Culture 2019-2022. The Work Plan is implemented jointly by the Member States and the Commission. The Council can be expected to adopt a new Work Plan for Culture in 2022.

The **special Erasmus+ call on Partnerships for Creativity** (€100 million) reflects the central position of Culture with the European way of life strategic objective. In 2021, the programme will continue to reinforce cross-sectoral cooperation with a focus on creativity, European citizenship and cultural awareness of all citizens and to enhance social inclusion through the arts.

In early 2021, the Commission will also launch a third call for proposals within the framework of the Protecting the Jewish Cemeteries of Europe initiative.

Creative Europe Programme

Specific objective 5.6 - With the support of the Creative Europe programme, promote European cooperation on cultural and linguistic diversity

The new Creative Europe Programme will support and promote the Europe's cultural, creative and audio-visual sectors. Its objectives are to promote European cooperation on cultural and linguistic diversity and heritage; and to increase the competitiveness of the cultural and creative sectors, in particular the audiovisual sector. The programme will help address current political and societal challenges through the power of culture to reach the hearts and minds of citizens and boost confidence in our shared European values. The Culture strand will address the cultural and creative sectors (heritage, museums, performing arts, visual arts, design, literature, architecture) and provides European added value through support to cross-border cooperation, mobility of cultural operators and circulation of works, capacity building and internationalisation of careers and cultural and linguistic diversity. In addition, a number of symbolic actions will showcase European talent and excellence and the tangible returns of investing in culture.

The European Capital of Culture action building on the EU's rich cultural heritage aims in particular at increasing citizens' sense of belonging to a common cultural area and at fostering the contribution of culture to the long-term development of cities. The effects of the coronavirus crisis however have led the European Commission to propose in August 2020 that the two 2020 European Capitals of Culture extend their activities until April 2021 and that the three 2021 European Capitals of Culture be postponed to 2022 (Novi Sad) or 2023 (Timisoara and Elefsina).

The cultural and creative sectors are a source of innovative ideas which can be turned into products and services that can create growth, jobs and address societal challenges. For this, access to finance for cultural and creative sectors is important. The Cultural and Creative Sector Guarantee Facility (CCS GF) will from 2021 be taken further under the InvestEU program, where the cultural and creative sectors are recognised as an investment target. The plan is to focus not only on provision of debt finance, but also on equity instruments and take further the work on capacity building among investors so they understand and invest into the creative economy.

In 2021, the Culture strand of Creative Europe will continue to support the organisation of four yearly European prizes in the areas of music, literature, architecture and cultural heritage⁶. The prizes are open to the countries participating in the Creative Europe programme.

⁶ The European Union Prize for Literature, the European Heritage Awards / Europa Nostra Awards, Music Moves Europe Talent Awards and the Public Choice Award, and the EU Prize for Contemporary Architecture/Mies van der Rohe Award.

General Objective 6 - A new push for European democracy

Specific objective 6.1 – Provide European young people opportunities to participate in civic society and democratic life

The EU Youth Dialogue is a key tool for youth engagement and participation from the EU Youth Strategy. It strives to bring together young people, youth organisations and decision makers, supported by experts and evidence. It is organised into 18-month work cycles. Each cycle focuses on a different thematic priority (set by the Council of Youth Ministers). The current cycle (July 2020–December 2021) of the **EU Youth dialogue** process focuses on youth participation in democratic life, under the title ‘Europe for YOUth–YOUth for Europe: Space and Democracy and Participation’. The outcomes of the EU Youth Dialogue process will feed in 2021 into the debates within the Conference of the future of Europe.

In 2021, DG EAC will work on the dialogue steered by a core group at EU level involving the presidencies, the Youth Forum, National Youth Councils and the Commission. Inputs are organised by national working groups thanks to Erasmus+ support. The youth dialogue reaches in every cycle more than 50 000 young people and is one of the biggest single participatory process for citizens in the EU thanks to its capacity to mobilise young people via national platforms and youth organisations.

In the framework of the EU Youth Dialogue, a **Youth conference** is organised by the country holding the Presidency. Around 200 young people from the EU (but also beyond), youth delegates, representatives from Youth ministries, non-governmental organisations, researchers alongside other stakeholders and institutions like the Council of Europe take part, and the conference is integrated into a national consultation process on European topics, which should also involve young people who cannot attend the conference.

DG EAC will launch an independent study in 2021 on the importance of citizens’ **participation in culture for civic engagement and democracy**. The study will distil key policy lessons and will highlight examples of successful actions from several EU Member States. The study will support DG EAC in the implementation of the New European Agenda for Culture and of the Council’s 2019–2022 Work Plan for Culture.

Traineeships Office

The Commission Blue Book Traineeship Programme aims to attract the best and brightest from a variety of educational, social and geographical backgrounds to offer them a relevant learning experience on the EU, its policies and work methods. In 2021, the Traineeships Office will pursue its ongoing reform process, involving a major modernisation of its IT systems.

Pursuant to the Commission Action Plan towards an Anti-racism EU, the Blue Book scheme is referred to as one of the tools that can help to promote diversity and inclusiveness across the Institution. As requested in the Plan, an equality and diversity screening of the entire programme will be launched. This will feed into a strategy aiming to ensure a wider

outreach to groups that may currently be underrepresented, which the Commission will put forward in 2021.

The COVID-19 pandemic heavily affects the Programme, as trainees telework as a general rule, like all Commission staff, and are unfortunately not able to benefit from many features foreseen within the scheme, which have been either cancelled or adapted to the circumstances. The Commission also provided trainees with guidelines for their activities outside work, in line with the rules applicable in their host country.

PART 2. Modernising the administration: main outputs for the year

The internal control framework⁷ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG EAC has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

The main internal control priorities for DG EAC in 2021 will relate to the following:

- Tackling the effects of the Covid-19 and the European response to it will require continued efforts from DG EAC in 2021 to act immediately to **minimise the effects of containment measures**, especially in the event of a **second wave**, and to continue the path of **recovery** together with DG EAC's stakeholders. In parallel, DG EAC shall also keep the related risks of impact on **budget compliance** and especially **budget performance** high on its radar in view of ensuring assurance in the next years to come.
- 2021 being the **new first year of implementation of the new multiannual financial framework**, DG EAC will have to ensure its **capacity to deliver** on EAC's priority programmes and actions and announced strategies and action plans adopted in 2020, including our important new work on the **European Education Area and the Digital Education Action Plan**. DG EAC and its agencies will be challenged by the difficulties in the negotiations and delayed adoptions that may impact the implementation of the programmes.
- DG EAC shifts to the category of bigger-spending DGs with **increased financial and reputational exposure**, in line with the expansion of its programmes under the next multiannual financial framework (MFF). This means DG EAC shall put in place its **management structures** to deliver performance and efficiency at the same level as larger DGs and services.
- DG EAC continues to be challenged to ensure **sufficient and well-allocated human resources** in order to continue to deliver on its political priorities and perform its **institutional and legal obligations**.
- DG EAC's **organisational structure** may be adapted slightly as follow-up to Commission-level decisions. DG EAC will therefore have to adapt different aspects of its internal control systems.

⁷ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

- Compliance to **data protection requirements** continues to be of **high importance** in 2021. Measures will be implemented to address the Internal Audit Service (IAS) IAS audit recommendations appropriately, which are expected by end of 2020. The impact of the ‘Schrems 2’ case about the sharing of data with third countries will need to be addressed with highest priority regarding processors in non-EEA programme countries.
- Having a well-functioning, modern and **integrated EAC IT Landscape** for the management of Erasmus and the European Solidarity Corps in indirect management mode in place during the first year of implementation will continue to be one of the highest internal priorities for DG EAC due to high exposure and reputational impact on stakeholders. Close monitoring and appropriate and timely communication with DG EAC’s stakeholders remain of highest importance.

Objective: DG EAC employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2021: Performance management

Output	Indicator	Target 2021
DG EAC 2020 Annual Activity report	Timely draft and final submission	Q1
DG EAC Management plan 2021 (year N+1)	Timely draft and final submission	Q4 year N / Q1 year N+1
DG EAC 2020 Mid-term report	Timely draft and final submission	July 2021
Draft Budget 2021 package	Timely submission	Q1-Q2
Monitoring budget implementation 2020	Timely submission	Monthly (DSC)
Coordination adoption Annual Work Programmes (including revision)	Timely submission	Q1-Q3
Unit Performance and Management Report (UMPR)	Provided to the units	At least 4 x / year
Strategic Dashboard	Timely submission to the Director’s steering Committee	At least 6 x / year

A. Human resource management

In 2021, DG EAC will continue the **implementation of the development plan** as a follow up to the 2018 staff survey focusing on **managerial excellence**, supporting **gender equality** to all levels of management, promoting **innovative ways of working** better together.

Moreover, a small-scale reorganisation will create **a new unit 'Digital Education'** to reflect the Commissioner's political priority; improving ways of working together internally (regrouping units that share the same implementation mode of our programmes in the same Directorate; transfer sectors between units to ensure synergies).

DG EAC will focus on the **definition of the local HR Strategy** to be presented in the first quarter of 2021. In the fourth quarter of 2020, workshops with Middle Management and All Staff were organised in order to exchange views on the ways DG EAC's local HR Strategy could facilitate the implementation of political priorities and ensure a safe, fair, respectful, and caring environment for all.

Objective: DG EAC employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business

Main outputs in 2021:

Output	Indicator	Target 2021
First time appointments of female middle managers [SEC(2020)146]	3 new appointments of female middle managers (50% of total middle managers in the DG) (by 2022 as per COM requirement).	By end of 2020, 3 first time appointments of female middle managers have already taken place (COM target has already been achieved)
Increase the staff engagement index (66% in Staff Survey 2018)	1% of increase each year	By 2024, 70%
EAC Values pledge for staff and management. Values were voted for and a communication campaign took place in 2020 on intranet and via posters	COVID-19 lockdown had a big impact on the awareness raising level among staff. In 2021, all Senior and Middle Management to put forward actions promoting EAC values.	By end of 2021, 80% of staff to be aware of EAC values and how they are implemented in our DG
360° exercise for middle managers on a voluntary basis to promote managerial excellence and satisfaction survey to assess the 360° exercise	% of middle managers (MM) participating in the exercise. % of positive feedback on the exercise by MM partaking in the exercise and colleagues involved in the 360° process	Q3 2021 at least 50% of middle managers to participate in this exercise By Q4 2021, to have 70% positive feedback regarding the value-added of the 360° exercise

B. Sound financial management

In 2021, pursuing its digital transformation, DG EAC will continue to **strengthen its financial management** notably by:

- **automating the processes linked to the transactions** with national agencies (issuance of delegation agreements, review of yearly reports, monitoring of recovery orders);
- deploying the **corporate application E-experts** to simplify the management of experts contracts and generate efficiency gains;
- introducing **the Qualified Electronic Signature** to enable EC staff to sign official documents in Ares with a high level of reliability and with the same legal value than a handwritten signature;
- reshuffling the **monthly financial reporting** to provide more detailed statistics and analysis to operational units and better integrate it within **DG BUDG financial performance scorecard**;
- reviewing and **optimising the electronic financial workflows** set up in 2020.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Main outputs in 2021:

Output	Indicator	Target 2021
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	Budget execution and / or time-to-pay	Remains >95% of payment appropriations and remains 95% of payments (in value) on time
Economical controls	Overall estimated cost of controls	Remains < 10% of funds managed

C. Fraud risk management

To enhance fraud risk management, in 2021 DG EAC will implement its Anti-Fraud Strategy (AFS) and action plan, revised in 2020 in line with the 2019 Commission Anti-Fraud Strategy (CAFS). DG EAC's **main anti-fraud actions for 2021** will relate the following areas:

- Verify alignment of the various legal and guidance documents with the updated central guidance in the areas of fraud prevention
- Conduct awareness raising exercise for entrusted bodies and present case studies of known fraud cases
- Evaluate fraud risks and vulnerabilities with regard to spending in emergency situations

DG EAC will be in close cooperation with European Anti-Fraud Office (OLAF) when necessary and in view of contributing to the **Commission Anti-Fraud Strategy** and its Action Plan.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)⁸ aimed at the prevention, detection and correction⁹ of fraud

Main outputs in 2021:

Output	Indicator	Target 2021
Verify alignment of the various legal and guidance documents with the updated central guidance in the areas of fraud prevention	% of relevant documents reviewed	100%
Conduct awareness raising exercise for entrusted bodies and present case studies of known fraud cases	Number of webinars	2
Evaluate fraud risks and vulnerabilities with regard to spending in emergency situations	Fraud risk assessment	Completion by end 2021 with an action plan

⁸ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

A. Digital Transformation

DG EAC will implement 50% of the **EAC IT Landscape** deliverables by end 2021, in line with the Digital Solutions Modernisation Plan, thereby supporting the indirect grant management activities of the new MFF in line with the identified requirements of a 'Minimum Viable Product (MVP)' defined in 2019, while taking into account limited adjustments from the final legal base (2021). The new IT landscape will include integrated software modules including a new single entry point, providing enhanced administration capabilities to National Agencies, enhancing selection, project and reporting management, and providing a tighter integration across modules. Coverage for Call 2021 (3 rounds) and call 2022 readiness will be ensured. The new landscape will make extensive use of reusable components (such as COMPASS Corporate for workflow management).

As regards **reporting and data analytics**, DG EAC will work on further capability enhancements for analytics and a renew data strategy covering the new MFF. DG EAC will further develop and strengthen its data analytics and AI capabilities, recognising the strategic role of integrated and high-quality data to maximise the digital potential of its programmes. DG EAC will modernise processes and improve performance through systematic data-driven monitoring, in particular focused on strengthening programme monitoring and producing trusted MFF data. Making informed decisions will, in turn, require sound data practices. EAC will pursue efforts to deliver a powerful and agile data analytics platform and to elevate Data Governance (through the work of DG EAC's Data Management Committee).

B. Data Protection

In 2021, DG EAC will continue to implement the Commission's Data Protection Action Plan (C(2018) 7432 final) and, in particular, awareness raising activities and compliance with obligations concerning record keeping, agreements with external processors, procedures for data subject rights and allocation of resources for compliance.

DG EAC will in particular focus on implementing actions to address the 2019 IAS audit recommendations (expected by end 2020) and the impact of the 'Schrems 2' case on the sharing of data with third countries – in particular NAs and beneficiaries – in non-EU/EEA programme countries.

Knowledge sharing, awareness raising measures and actions will continue to be undertaken following a differentiated approaches by category of staff (middle and senior management regular updates, data protection actors, newcomers, etc.)

C. Knowledge management

The new digital environment implementation will be supported by an adoption plan tailored to satisfy users' needs, involving proactively senior management, training end-users, and raising awareness through various internal communication channels.

Objective: DG EAC targets using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2021: Digital transformation and information management

Output	Indicator	Target 2021
Implementation of the Single Entry Point	% of IT Modules accessible via Single Entry Point	90%
Implementation of Compass Corporate workflows	Number of workflows fully automated per business process	90%
Implementation of EU Access	Number of IT Modules using EU Access	90%
Implementation of HERMES/ ARES for Records' management	Number of IT Modules using Hermes/Ares	95%
Data Analytics & AI modernisation	Rate of realisation of the 20 data modernisation projects 2020-2022	2021: 70%
Implementation of Data Governance	Minimum percentage of DG EAC key data assets for which corporate principles for data governance have been implemented	20%

Objective: DG EAC targets maximising staff awareness of data protection rules and practices in order to guarantee compliance with Data Protection Regulation and Action Plan

Main outputs in 2021: Staff awareness activities

Output	Indicator	Target 2021
Awareness raising publications (news flashes, announcements, etc.)	Number of publications	20
General and topical trainings, quizzes	Attendance or number and quality of replies	60%

E. Sound environmental management

Throughout 2021, DG EAC will carry out **two of the activities** initially scheduled for 2020, as they had to be postponed in view of the COVID-19 crisis. In case that the COVID-19 crisis will continue in 2021, these activities will be replaced by postings suggesting EAC colleagues to apply energy saving principles at home instead:

- DG EAC will encourage staff to save energy by **switching off the light** when being absent from the office/home for a longer period (e.g. when going for a meeting, to lunch, shopping, etc.).
- In order to combine 'Fit at work' and 'Green energy activities' DG EAC will encourage **sustainable mobility** for its staff when commuting and moving between Commission buildings. Walking or using a bicycle are virtually non-polluting and provide health benefits through increased exercise. On average, staff who walk or cycle enjoy better health, take fewer days sick leave and incur lower health care costs.

DG EAC will inform on the possible uses of the qualified electronic signature (QES) in order to foster further the **'Digital transformation'** changing working processes and reduce the need to print documents **by reinforcing paperless working approaches**.

DG EAC will continue raising awareness about regarding **environmental information/news** via regular postings in EAC intranet news.

Objective: DG EAC takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021: Sound environmental management

Output	Indicator	Target 2021
Communication on switching off the lights	One publication on EAC intranet	Q3 2021
Advertise on alternative transportation	One publication on EAC intranet	Q2 2021
Inform on possible uses of qualified electronic signature (QES)	One publication on EAC intranet	Q4 2021
Increase awareness about environmental information	One publication on EAC intranet	Q1 2021

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

In DG EAC, the following initiatives will improve economy and efficiency in 2021.


As regards financial activities, efficiency gains will be achieved by **digitalising some financial management processes**. Besides optimising the electronic financial workflows already set-up in 2020, processes linked to the transactions with national agencies will be automated. The management of experts' contracts will be simplified by deploying corporate applications such as E-experts. The use of the Qualified Electronic Signatures will be introduced.

2021 will be an important year in the **piloting of lump sums** in Erasmus, where DG EAC is working closely with EACEA and the central service on new approaches designed to **increase efficiency by making the application process easier**, and the management process more concentrated on deliverables to **improve economy of budgetary expenditure**.

As regards EAC's Data Governance and performance framework:

- DG EAC will continue to consolidate and **bring into coherence currently ongoing data initiatives and related projects**, and **coordinate these more efficiently** with activities occurring at corporate level. It will focus on building data analytics, on fostering cultural changes towards a data-driven organisation, on enabling **accurate performance reporting**, supporting data protection and on developing and providing data services, which are also key thematic areas identified as priority for the implementation of the DataStrategy@EC.
- It will be focused on adjusting EAC's business approach to designing, capturing, sharing and managing data assets comprehensively. Currently, data is still traditionally perceived across the organisation as just one aspect of each independent technology project and has not yet been fully treated as a strategic asset. As a result, data holds risks as well as opportunities going forward in the next MFF. In addition, reliable data must be defined and made available for **efficient monitoring purposes**, and this concerns for example MFF performance. Stronger data management processes with clear ownership will help guarantee accuracy, consistency, availability, completeness and reliability.

ANNEX: Performance tables


General objective 1: A European Green Deal			
Specific Objective 1.1 - Promote behavioural changes and support education towards a sustainable economy			Erasmus+ Marie Skłodowska-Curie Actions Creative Europe
Main outputs in 2021:			
Erasmus +			
	Output	Indicator	Target
B2-B1	Proposal for a Council Recommendation on education for environmental sustainability 	Open public consultation	Q2 2021
		Adoption of a proposal for Council Recommendation by the College	Q4 2021
B4	Environment and fight against climate-change introduced as an horizontal priority for projects under key action 2	Erasmus+ Annual Work Programme 2021	Q1 2021
		Erasmus+ Programme guide 2021	Q1 2021
		Number of projects awarded covering this priority	1 000
Horizon-MSCA			
C2	Marie Skłodowska-Curie Actions (MSCA) Green Charter for all MSCA projects to minimise the environmental impact of their research activities	Green Charter publication on the MSCA website	Q1 2021
		Reference in the Horizon Europe Work Programme 2021-22	Q2 2021
		Percentage of projects applying the MSCA Green Charter	50%
C2	MSCA portfolio analysis on Green Deal topics and organisation of a Green Deal cluster event	Percentage of projects identified covering Green Deal topics	10%
		Number of participants benefitting from the cluster event	100
C2	MSCA European Researchers' Night with a specific focus on the Green Deal	Organisation of the MSCA European Researchers Night	Q3 2021
		Percentage of MSCA NIGHT	50%



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Shows the initiatives from the 2021 Commission Work Programme

		events with a focus on Green Deal issue	
		Number of participants in these events	1 million
Creative Europe			
D1	New Open Method of Coordination working group on Strengthening Heritage Resilience for Climate change- exchange good practices and innovative measures for safeguarding cultural heritage in relation to climate change	Launch of EU MS expert group	Q1 2021
		Number of participating countries	17

General objective 2 - A Europe fit for the digital age			
Specific Objective 2.1 - Promote the development of a high-performing digital education ecosystem in Europe			DEAP
Main outputs in 2021			
	Output	Indicator	Target
C4	Strategic Dialogue on enabling factors for successful digital education	Number of Member States that promoted guidelines for digital pedagogy ¹¹	15
C4		Number of MS involved in National Advisory Services network	20
B2 C4	Proposal for a Council Recommendation on online and distance learning for primary and secondary education 	Adoption of a proposal for Council Recommendation by the College	Q3 2021
C4	Support for connectivity and digital equipment	Number of competitive calls for socio-economic drivers, including education and training institutions and schools, led by CNECT under CEF2	1
		Support for connectivity and equipment, including through the Recovery and Resilience Facility	10 Member States
B4- C4	Digital transformation plans and digital pedagogy and expertise	Number of awarded projects covering the horizontal digital education priority	1000
C4	Stakeholder Forum	Number of Stakeholders involved	250 people

¹¹ Guidelines for digital pedagogy is one of the key enabling factors for digital education as identified in Action 1 of the DEAP 2021-2027.

C4	DEAP Communications campaign	Number of engaged individuals	3 million people
Specific Objective 2.2 - Enhance digital skills and competences for the digital transformation for all			DEAP
Main outputs in 2021			
	Output	Indicator	Target
Erasmus+			
B1-B4-C4	Digital Opportunity Traineeship	Number of participating people	8 000 for Higher Education
C4	Women's participation in STEM and digital and entrepreneurial skills	Number of participating girls	12 500 (12 000 girls in secondary education and 500 young women in higher education)
Creative Europe			
D1	Commission-led expert group on understanding digital audiences in the context of cultural organisations	Expert group set up	Q 4 2021
		Number of Member States involved (2021-2022)	Min. 10
		Number of experts involved (2021-2022)	Min. 5
Specific objective 2.3 - Through the Horizon Europe Marie Skłodowska-Curie Actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks			Horizon Europe MSCA EIT
Horizon Europe - Marie Skłodowska-Curie Actions			
Main outputs in 2021: To ensure an efficient and effective implementation of the programme			
Other important outputs			
	Output	Indicator	Target
C2	Effective implementation	Budget execution	100%
		N° of calls published	8
Communication activities and events			
	Output	Indicator	Target
C2	Science is Wonderful!/ EU R&I Days, interactive showcasing of EU-funded research	Science projects exhibition (visitors on-site and online), participation in policy conferences; promotion on social media (impressions)	Q4 2021
C2	MSCA Presidency Event	MSCA Policy conference; award of MSCA Prizes, promotion on social media	Q4
C2	MSCA Social Media	Increase of social media users and interactions (impressions and interactions)	10%
C2	MSCA Launch of Horizon Europe Communication Strategy and campaigns	Renewed communication materials and campaigns	Q2 2021
Specific objective 2.4 - As part of Horizon Europe, the EIT will further foster the integration of education, research and business strengthen innovation ecosystems that help to tackle			

global challenges and deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery			
<i>Horizon Europe - The European Institute of Innovation and Technology</i>			
Main outputs in 2021: To ensure an efficient and effective implementation of the programme			
	Output	Indicator	Target
Implementation of key KPIs			
C1	Openness	Number of entities/organisations participating in EIT and KIC activities	50% increase ¹²
C1		No. of entities/organisations from EIT RIS defined regions participating in EIT and KIC activities	100% increase ⁹
C1		No. of Start-ups and scale ups supported	10% increase ⁹
C1		No. of students/participants involved in EIT and KICs education activities	25 000 ¹³
C1	Financial Sustainability	FS coefficient	10% increase ⁹
Other important outputs			
C1	2022-2024 EIT Single Programing Document (SPD)	Adoption of the Commission Opinion	Q4 2021
C1	Effective Work Plan management	N° of Specific Grant Agreements signed	8
		No. of amendments to Partnership Agreement signed	8
		Budget execution	100 %
		Timely implementation of the 2021 Annual Work Programme	100% activities
C1	2020 discharge process	Acceptance of 2020 discharge	Q4 2021
Communication and events			
	Output	Indicator	Target
C1	EIT Awards	Timely implementation of the 2021 EIT Awards	5 EIT Awards - December 2021
General objective 3: An economy that works for people			
<i>Specific objective 3.1: Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high quality education and training systems fostering EU social cohesion and economic growth.</i>			European Semester
Main outputs in 2021:			
	Output	Indicator	Target
A2	Structural reforms and investments in the field of education in the Recovery	Contribution to the assessment of Recovery and Resilience Plans	In staggered batches in function of the submission of

¹² Target 2027; the baseline to compare with is the figure as of December 2020



¹³ Target 2027

	and Resilience Plans (RRPs)		RRPs
A2		Assessment of previous year Country Specific Recommendations (CSRs)	Initial assessment in Q1 2021 with periodic updates
A2	Education and Training Monitor – Country reports	Publication	November 2021
B1	Eurostudent	Publication of the call for Eurostudent VIII	Q2 2021
Other important outputs			
Creative Europe			
D1	Analytical material from policy seminars and rapid assessment of regions participating in OECD-EAC Cultural and Creative Sectors and Local Development policy project	Number of attendees to three online seminars in 2021	Min. 50
		Publication of materials online by OECD in 2021	Q2 2021
D1	Open Method of Coordination expert Group on gender equality in cultural and creative sectors	Publication of the report	Q2 2021
D1	Conference/workshop on music	Number of participants (EU Member States experts and sector representatives) involved	Q1 2021


General objective 4 - A stronger Europe in the world			
Specific Objective 4.1 - Promote and strengthen International cooperation in the fields of education, training, youth, sport, culture, and research and innovation			Erasmus+ Horizon MSCA
Erasmus +			
Main outputs in 2021: Effective implementation of the Erasmus+ 2021 Annual Work programme			
Erasmus + International			
Other important outputs			
	Output	Indicator	Target
B1		N° of international Student and Staff Mobility	28 850
C3	Higher Education	N° of international students in Erasmus Mundus Joint Masters (EMJM) N° of international HEIs in EMJM	1 400 students 20 HEIs
B1	Bologna Process	N° of Peer support group meetings and Bologna Implementation Coordination Group meetings with Commission participation	5
B1		N° of projects financed by the Erasmus+ Programme for the European Higher Education Area	26
A1	Jean Monnet activities	N° of actions supported in Higher Education	215
A1		N° of actions supported in other level of education and training	18
B3	Youth	N° of capacity building in youth projects	112
Communication actions and events			
C3	Erasmus Mundus Association General Assembly	Number of participants	80
Erasmus+ Sport			
Other important outputs			
	Output	Indicator	Target
D3	Participation of Eastern Partners and Regions in the European Week of Sport	Number of countries taking part in the European Week of Sport	4 from Eastern Partnerships 4 from Western Balkans
Horizon Europe – MSCA			
Main outputs in 2021: To ensure an efficient and effective implementation of the MSCA part of the Horizon Europe work programme 2021			
Other important outputs			
	Output	Indicator	Target
C2	MSCA Western Balkans Contact Seminar	Number of partners involved in the seminar	250
C2	Promoting the worldwide MSCA	Number of participation in Joint Science and Technology Committee meetings with third countries	10


C2	Attractiveness of the programme to third-country nationals	Percentage of third-country nationals participating in the programme	30%
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General objective 5 - Promoting our European way of life			
Specific Objective 5.1 – Make the European Education Area a reality, removing barriers to learning, improving access to quality education and making it easier for learners to move between countries			<i>European Education Area</i>
Main outputs in 2021:			
	Output	Indicator	Target
A1	EEA Steering Board	Its composition and working methods should be defined with Member States	by the end of June 2021
A1	Commission expert group on quality investment in education and training	Help step up investment in education and strengthen focus on EU, national and regional investment	1 st meeting in 1 st half of 2021
A1	Education for Climate Coalition	Set-up of an on-line platform for centralising and monitoring pledges and support to the set-up of national coalitions	1st meeting with the national coalitions by end of 2021
Other important outputs			
Education and training			
	Output	Indicator	Target
A4	Education and Training Monitor	Publication 2021	Nov 2021
A4		Webpage visits during 3 months after the launch date	>10 800
A2			
A3			
A4		Hard copies of the reports distributed to target readers	4 500
European Universities			
	Output	Indicator	Target
B1	European Universities	Webinars with selected European Universities	Q4 2021
B1		Organisation of a joint meeting of the selected alliances and member States representatives to tackle remaining barriers	Q4 2021
Transformation agenda for higher education			
	Output	Indicator	Target
B1	Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a higher education transformation agenda	Adoption of the Communication by the College	Q4 2021

			
B1	Co-creation of a transformation agenda for higher education	Consultation with stakeholders and Member States through an open public consultation and targeted consultation activities	Q1-Q4 2021
Data tools and Knowledge Hub			
B1	European Tertiary Education Register	Inception Meeting	Q1 2021
B1		Publication of 2018-2020 data	Q3 2021
B1	Knowledge Hub for Higher Education	Inception Meeting	Q1 2021
B1		Meeting of the advisory group	Q4 2021
B1	U-Multirank	Release of 2020 data	Q3 2021
B1	Eurostudent	Launch of Eurostudent VIII	Q4 2021
European approach for micro-credentials initiative			
	Output	Indicator	Target
B1	Proposal for a Council Recommendation on micro-credentials for lifelong learning and employability 	Public consultation and consultation of experts	Q1-Q4 2021
B1		Adoption of a proposal for a Council Recommendation on micro-credentials for lifelong learning and employability	Q4 2021
European graduate tracking mechanism			
	Output	Indicator	Target
B1	Develop a European graduate tracking mechanism	Call for tender evaluated & contracted	Q1 2021
B1		New Graduate Tracking governance structure launched	Q3 2021
B1		1 st wave of the European graduate survey launched	Q4 2021
Automatic mutual Recognition of qualifications and learning periods abroad			
	Output	Indicator	Target
B1	Quality Assurance	Follow-up of the ongoing Erasmus+ EuniQproject on quality assurance	Q1-Q4 2021
B1	Promotion of automatic mutual recognition	Meetings of the European Network of National Information Centres (ENIC)/ National Academic Recognition Information Centres (NARIC) and its Advisory Board	6
Preparatory action			
	Output	Indicator	Target
B2	Network of experts and stakeholders on the recognition of outcomes of learning periods abroad in general secondary education, (consortium led by European Federation for Intercultural Learning)	Recommendation of European framework for recognition	Q4 2021
B2		Model training	Q4 2021
B2		Final report	Q4 2021
European Student Card Initiative			
	Output	Indicator	Target
B1	Erasmus Without Paper	Number of higher education institutions	4 500

	Network	using the Erasmus Without Paper Network		
B1	Co-branding students cards with the European Student Card elements	Number of European Student Cards produced by higher education institutions/student card issuers	3.5 million	
B1	Erasmus+ Mobile App	Second release with additional new features	Q3 2021	
B1		Number of times the Erasmus+ Mobile App has been downloaded	150 000	
Early childhood education and care system (ECEC)				
	Output/ Result	Indicator	Target	
B2	ECEC Working Group	Validation of a European dissemination strategy	Q1 2021	
Specific Objective 5.2 – With the support of the Erasmus+ programme, promote learning mobility of individuals, as well as cooperation, inclusion, excellence, creativity and innovation at the level of organisations and policies in the field of Education and Training			<i>Erasmus+ Education and Training</i>	
Main outputs in 2021: Effective implementation of the Erasmus+ 2021 Annual Work programme				
Other important outputs				
	Output	Indicator	Target	
B4	Effective implementation	Budget execution	100%	
B1 – B2	Key Action 1 Learning mobility	N° of individual mobility of Staff (HE – VET – Schools – Adult)	HE 7 000 VET:18 000 School: 27 000 Adult: 6 400 Total: 78 400	
B1			N° of Students Mobility higher education	250 500
B2			N° of Pupils mobility School education	100 000
B2			N° of learners mobility VET	115 000
B2			N° of adult learners	10 000
B4			N° of operating grants for National Agencies (NAs)	33 MF and 33 TCA Abbreviation of: MF, TCA
B1 B2			Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 90% VET: 87%
B4			Key Action 2 Cooperation among organisations and institutions	Partnerships for cooperation, including small scale partnerships
B2	Centres of Vocational Excellence	5		
B2	Erasmus Teacher Academies	10		

B2		Innovative Teaching Award	1
C1		Partnerships for Innovation Alliances	35
B2		N° of registered users of online communities in the School Education Gateway, e-Twinning and EPALE (mainly teachers and school education staff, adult educators, higher education)	SEG: 120 000 (+20%) EPALE: 100 000 (+25%) eTwinning: 950 000 (+10%)
External communication actions			
	Output	Indicator	Target
B4	New Erasmus+ programme	Launching of the new programme including the main novelties (inclusion, green, digital, simplification)	Q1 2021
R2	Erasmus+ Annual report 2019	Launch of the report (including publication, press release, social media, etc.)	Q4 2021
		Number of report downloads from the OP website	2 000
Specific Objective 5.3 - With the support of the Erasmus+ programme, promote non-formal learning mobility and active participation among young people, as well as cooperation, inclusion, creativity and innovation at the level of organisations and policies in the field of Youth			Erasmus+ Youth
Main outputs in 2021: Effective implementation of the Erasmus+ 2021 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
B3	Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a draft Joint Report of the Council and the Commission on the implementation of the EU Youth Strategy 	Adoption of the Communication by the College	Q3-2021
B3	Effective implementation	Budget execution	100%
B3	Key Action 1 Learning mobility	Number of participants in KA1 Youth Actions	100 000
B3		% of participants with fewer opportunities taking part in KA1 Youth Actions	32%
B3		% of Participants that consider they have benefitted from their participation in KA1 Youth Actions	90%
B3	Key Action 2 Cooperation for innovation and the exchange of good	Partnerships for cooperation, including small scale partnerships	Cooperation: 600 Small scale partnerships: 500

	practices		
External communication actions			
B3	2021 European Youth Week	Organisation of the event	2021 Q4
B3		Number of participants	80 000
Preparatory actions			
	Output	Indicator	Target
B3	DiscoverEU: Free travel pass for Europeans turning 18	Open competition May 2021	2021 Q2
		N° of travel passes attributed following Open competition May 2021	30 000
		N° of travel passes attributed following Open competition October 2021	30 000
Specific Objective 5.4 - With the support of the European Solidarity Corps, enhance the engagement of young people and organisations in accessible and high-quality solidarity activities as a means to contribute to strengthening cohesion, solidarity and democracy in the Union and abroad, addressing societal and humanitarian challenges on the ground, with particular effort to promote social inclusion			<i>European Solidarity Corps</i>
Main outputs in 2021: Effective implementation of the European Solidarity Corps 2021 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
B3	Commission proposal for a Council Recommendation on mobility of young volunteers across the European Union – Update of the EU framework 	Adoption of a proposal for a Council Recommendation by the College	Q3-2021
B3	Effective implementation	Budget execution	100%
B3	Engagement in solidarity activities	Number of participants in solidarity activities	26 000
B3	Promoting social inclusion and equal opportunities	% of participants with fewer opportunities	34%
Specific Objective 5.5 - With the support of the Erasmus+ programme, promote learning mobility of sport coaches and staff, as well as cooperation, inclusion, creativity and innovation at the level of sport organisations and sport policies			<i>Erasmus+ Sport</i>
Main outputs in 2021: Effective implementation of the Erasmus+ 2021 Annual work programme			
Other important outputs			
	Output	Indicator	Target
D3	Key Action 2 Cooperation for innovation & the exchange of good practices	N° of cross-border projects to improve good governance and dual careers	45
D3		N° of cross-border projects to combat threats to sport	20
D3		N° of cross-border projects to enhance	120

		social inclusion	
Pilot Projects / Preparatory actions			
	Output	Indicator	Target
D3	Sport as a tool for integration and social inclusion of the refugees	Selection of the projects	Q4 2021
D3	Building the investigative capacity of national authorities to better fight doping in sport in Europe	Selection of projects	Q4 2021
D3	Grassroots sports programmes and infrastructure innovation	Selection of the projects	Q4 2021
Communication actions and events			
D3	#BeActive social media campaign	Launch	April 2020
D3	7 th European Week of Sport	Organisation of the event	Q4 2021
D3	2021 #BeInclusive EU sport awards	Organisation and attribution of the award	Q4 2021
Specific Objective 5.6 - With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural diversity and heritage			Creative Europe Programme
Main outputs in 2021: Effective implementation of the Creative Europe 2021 Annual Work programme (Culture Strand)			
Other important outputs			
	Output	Indicator	Target
D2	Effective implementation	N° of grant agreements signed	225 ¹⁴
D2		Budget execution	100%
D2	Transnational cooperation	Number of European cooperation projects/partnerships	130
		Number of European Networks	30
		Number of European Platforms	15
		Number of Book circulation projects	40
		Number of projects supported by the Programme involving third country organisations ¹⁵	110
D2	Support to transnational circulation of artists and professionals	Number of artists & cultural &/or creative players (geographically) mobile beyond national borders due to Programme	10 000

¹⁴ EACEA actions cooperation projects (incl sectorial), networks, platforms, literary translation/book circulation, special action broad coverage (4) plus ECOC – Melina Mercouri Prize (2), Prizes (4)

¹⁵ This indicator should in 2021 measure participation of third country organisations in the cooperation projects. Third countries here means: participating and non-participating countries.

		support, by country of origin (including the proportion of women) ¹⁶	
D2	Audience development	Number of people accessing European cultural and creative works generated by the Programme, including works from countries other than their own ¹⁷	10 000 000
D2	Support to social inclusion through culture	Number of projects supported by the Programme addressed to socially marginalised groups and handicapped persons ¹⁸	157
Preparatory actions			
	Output	Indicator	Target
D1	'Music Moves Europe': Boosting European music diversity and talent	Evaluation of proposals	Q1-2021 (1 call for proposal)
D1		Kick off	Q2 2021
D1	'European Houses of Culture'	Kick off meeting	PA 2020: Q1-2021
D1	Finance, Learning, Innovation and Patenting for Cultural and Creative Industries (PA - FLIP for CCIs-3)	Kick off meeting	PA 2020: Q2-2021
D1	Bottom-up Policy Development for Culture & Well-being in the EU	Publication of call for proposal	PA 2020: Q2-2021
D1	Protecting the Jewish Cemeteries of Europe. A full mapping process with research and monitoring and individual costed proposals for protection	Kick off meeting	PA 2020: Q1-2021
Pilot projects			
	Output	Indicator	Target
D1	Jewish Digital Cultural Recovery Project	Kick off meeting	PP 2020.: Q1-2021
D1	Measuring the cultural and creative industries in the Union	Kick off meeting	PP 2019: Q1-2021
Communication actions and events			

¹⁶ This indicator is a projection because projects signed in 2021 will not have final figures before 2023 or later. In 2021 this projection includes cooperation projects, platforms, networks and the mobility scheme.

¹⁷ This indicator is a projection and should include cooperation projects, platforms, sectorial actions, special actions with a broad geographical coverage.

¹⁸ This indicator should refer to all schemes of the programme. It goes beyond the required indicator in the legal base by including a special reference to handicapped persons. The target is 70 % of all projects (225) signed.

	Output	Indicator	Target
D1	Open Method of Coordination expert groups	Number of meetings	Min. 9
D1	Creative online platform to exchange with the Member States	Number of online visits	Min. 20
D1	Creatives Unite platform	Number of online visits	Min. 10 000
D1	(Council of Work Plan) Conferences/Workshops (alternative funding, music)	Number of participants (online) per event	January / February 2021 Min. 60
General objective 6 - A new push for European democracy			
Specific Objective 6.1 - Provide European young people opportunities to participate in civic society and democratic life			<i>Traineeship office</i> <i>Creative Europe</i>
e	Other important outputs		
Traineeships			
	Output	Indicator	Target
B3	Organisation of pre-selections for the traineeship	Number of evaluations	53 000
B3	(information, online module, organisation/supporting EC evaluators, communication, etc.)	Number of appeals	Max. 5
B3	Events and trainings for trainees Guidance and support to trainees, advisors and coordinators	Satisfaction of trainees	95 %
Culture and democracy			
	Output	Indicator	Target
D1	Study on the links between participation in culture and democracy	Publication of a tender	Q4 2021