



Management Plan 2018

**DG EDUCATION, YOUTH, SPORT
AND CULTURE**



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"Education and culture are the key to the future – both for the individual as well as for our Union as a whole.[...] When Europe's leaders meet in Gothenburg this week, we must seize the opportunity and make sure education and culture are the drivers for job creation, economic growth, social fairness and ultimately unity. "

President Juncker, 14 November 2017

INTRODUCTION

As stressed by President Juncker in his State of the Union Address (SOTEU) 2017¹, the overall economic context is improving significantly in the past years. However, the European Union still needs to deal with the legacy of the crisis and translate higher growth into new jobs, fairness and new opportunities for all, to build a **more united, a stronger and more democratic Union** for 2025 and beyond. Making the most of the new opportunities will require a massive investment in skills and a major rethink of education and lifelong learning systems². The Commission also believes that it is in the shared interest of all Member States to harness the full potential of education and culture as drivers for job creation, economic growth and social fairness as well as a means to experience European identity in all its diversity. In line with its 2016-2020 Strategic Plan, DG EAC contributes to both the competitiveness and social inclusiveness dimensions of the European Commission's first political priority, "A New Boost for Jobs, Growth and Investment".

There is now a window of opportunity and Europe should make the most of this momentum, to act and to make a difference. At the informal lunch of the **EU Social Summit in Gothenburg** on November 17, 2017, EU Leaders have discussed the new Commission vision to work towards a **European Education Area by 2025**³ where learning mobility would be the norm, where universities can work seamlessly across borders, where it is normal to speak two languages in addition to the mother tongue, where higher education and school leaving diplomas are automatically recognised and where Europe would become a continent of excellence in education and research.

As a result, the conclusions adopted at the **European Council meeting** of 14 December 2017⁴ called on Member States, the Council and the Commission, in line with their respective competences, to take work forward with a view to:

- stepping up mobility and exchanges, including through a substantially strengthened, inclusive and extended Erasmus+ programme;
- strengthening strategic partnerships across the EU between higher education institutions and encouraging the emergence by 2024 of some twenty 'European Universities', consisting in bottom-up networks of universities across the EU

1 https://ec.europa.eu/commission/state-union-2017_en

2 White Paper on the future of Europe

3 COM(2017) 673 Strengthening European Identity through Education and Culture

4 European Council meeting (14 December 2017) – Conclusions (EUCO 19/1/17 REV 1).

which will enable students to obtain a degree by combining studies in several EU countries and contribute to the international competitiveness of European universities;

- enhancing the learning of languages, so that more young people will speak at least two European languages in addition to their mother tongue;
- promoting student mobility and participation in educational and cultural activities, including through a 'European Student Card';
- promoting cooperation of Member States on mutual recognition of higher education and school leaving diplomas at secondary education level in the appropriate framework;
- taking the opportunity of the European Year of Cultural Heritage to increase awareness of the social and economic importance of culture and cultural heritage.

In this context, the European Council invited the Commission to present, where relevant, proposals for Council recommendations in spring 2018 with a view to adoption by the Council as soon as possible.

The European Council also asked the Commission, the Council and the Member States to examine possible measures addressing:

- the skills challenges linked to digitalisation, cybersecurity, media literacy and artificial intelligence;
- the need for an inclusive, lifelong-learning-based and innovation-driven approach to education and training;
- the legal and financial framework conditions for the development of cultural and creative industries and the mobility of professionals of the cultural sector.

As a follow-up to these conclusions, the Commission will table early 2018 a set of proposals for Council recommendations. At the same time, DG EAC will launch work on the strengthening of networks of European universities, revamp the European Agenda for Culture, strengthen our cultural and creative sectors, and better exploit the digital potential.

In 2018, DG EAC will be actively participating in the preparation of the new generation of programmes to be adopted for the **next Multi-annual financial framework**, which should create opportunities to reconnect with citizens and to rebuild adhesion for a stronger Europe. The new generation of programmes will also be the opportunity to be ambitious and focus on the EU-value added aspects of the different programmes. The proposal will be backed by a budget that will reflect that EU delivers on the things that matter most and contribute to the long-term sustainability of the EU.

Preparing for the implementation of the next multiannual financial framework, DG EAC, following up on the vision presented to heads of states and governments ahead of the Gothenburg social summit, will propose early 2018 a new design and legal base for the future Erasmus+ programme, the future European Solidarity Corps, and the future Creative Europe programme. DG EAC will also contribute to the design of the future Framework Programme for research and innovation, in

relation to the future Marie Skłodowska-Curie Actions and the European Institute of Innovation and Technology.

In 2018, DG EAC will drive forward its agenda to deliver further on the **Investing in Europe's Youth Initiative**⁵, by prompting the legislator to adopt swiftly the legal basis of the newly created European Solidarity Corps⁶ and following up on the Communication on a renewed EU agenda for higher education⁷, the Communication on school development and excellent teaching for a great start in life⁸, and the Council Recommendation on graduate tracking⁹.

In addition to the new policy initiatives for 2018 mentioned above, DG EAC will propose a **revised Youth strategy** taking over from the one whose cycle will expire end of next year. The existing **EU-level cooperation in the field of education and training**, with its focus on exchanging experiences, mutual learning and providing national policy-makers with evidence on best practices on what works well in education, will be relaunched with a 2025 perspective in the light of the new priorities and the **ambition to build up a European Education Area**, and in particular, supporting the launch of "the *Sorbonne process*" for the promotion of recognition of diplomas.

DG EAC will organise the **first EU Education Summit** in January 2018. It will help showcase and further develop education as a vital force for economic growth and social cohesion and give renewed focus and stronger impetus to the reform/modernisation of education policies, feeding into the vision laid out in the Commission Communication on Strengthening European Identity through Education and Culture.

In 2018, under the supervision of DG EAC, the **EIT** will designate 2 new Knowledge and Innovation Communities (KICs). 2018 will also be the time to present the EIT's next Strategic Innovation Agenda – the political steer for 2021-2027. DG EAC will also propose amendments to the current EIT legal basis and support the EIT in the implementation of its full financial autonomy.

2018 will mark the **European Year of Cultural Heritage**, which will underline the social and economic importance of culture and cultural heritage and their contribution to economic growth and social cohesion. In the context of the EYCH, priority will be given to actions contributing to raising awareness of the importance of Europe's cultural heritage, including actions to support skills development, social inclusion, critical thinking and youth engagement. New participatory and intercultural approaches to heritage, as well as educational initiatives aimed at fostering intercultural dialogue involving teachers and pupils from an early age will be promoted.

5 COM(2016) 940 final

6 COM(2017) 262 final

7 COM(2017) 247 final

8 COM(2017) 248 final

9 COM(2017) 249 final

In 2018, DG EAC will continue promoting participation in sport and physical activity, including the implementation of the EU Work Plan for Sport and the **European Week of Sport**. Furthermore, it will also tackle cross-border challenges that impact the integrity of sport and make visible the sector's contribution to Europe's economy in terms of job creation, growth and innovation. In parallel, the Commission will continue the work in priority areas, such as good governance in sport, the promotion of grassroots sport and healthy life style, and the promotion of social inclusion.

In 2018, DG EAC will continue to contribute to the implementation of the Commission's growth and jobs agenda including by providing significant input to the **European Semester** (Annual Growth Survey, Joint Employment Report, Country Reports, country-specific recommendations).

PART 1. MAIN OUTPUTS FOR THE YEAR

DG EAC is in charge of multiple policy areas, for which the Treaty on the functioning of the EU¹⁰ establishes the possibility to carry out actions to support, coordinate or supplement the actions of the Member States, such as policy cooperation.

1. Programme implementation

The DG's spending programmes implement actions mainly by means of grants funded under Title 15 of the budget complemented with funding from Heading 4 and European Development Fund as regards external actions. The administrative implementation of these programmes includes bodies outside the DG such as the European Executive Agencies and the National Agencies which operate within a given participating country.

The policies of the DG are supported by the following main programmes which contain many diverse actions with a direct interaction with citizens in most cases:

- Erasmus+, integrating education, training, youth, Jean Monnet activities and sport, including the new Erasmus+ Student Loan guarantee facility and the international dimension of higher education and youth cooperation;
- The programme Creative Europe, covering the culture and the audiovisual sectors, including the new guarantee facility for SMEs in the cultural and creative sectors ;
- The research and innovation programme Horizon 2020, in which DG EAC is tasked with the implementation of the Marie Skłodowska-Curie actions and the European Institute of Innovation and Technology.

In order to implement such numerous and varied activities, in the 2014-2020 generation of programmes, DG EAC uses **4 different implementation modes**, including three forms of externalisation:

Direct management through two EU Executive Agencies: the Education Audiovisual and Culture Executive Agency (EACEA) and the Research Executive Agency (REA), mainly for those parts of programmes where projects are allocated across Europe based on excellence. DG EAC's responsibility is assumed through the Steering Committee of each Executive Agency. In compliance with the relevant Acts of Delegation, the actions implemented through the Executive Agencies contribute significantly to the objectives of the DG. Their solid performance and efficiency indicators have resulted in mandate extensions. Since 2014, the implementation of parts of Erasmus+ and Creative Europe have been delegated to EACEA, while Marie Skłodowska-Curie actions are managed by REA. In addition, the operational budget

¹⁰ C 326/49 du 26.10.2012, articles 165, 166, 167

of the Executive Agencies are not funds that the DG has been entrusted with but are funds the Agencies have directly received from the Commission.

Indirect management through National Agencies (NAs) appointed and supervised by the National Authorities (NAUs) of the participating countries to the Erasmus+ programme. This implementation mode is mainly used for mass mobility actions, partnerships, and certain cooperation projects. NAs are equipped to manage the large volume of actions of relatively low amounts that require proximity to the beneficiaries. DG EAC retains full responsibility for these parts of the programmes.

Indirect management through other bodies such as the EIT and the European Investment Fund (EIF) for the Erasmus+ Student Loan Guarantee. They are both characterised by a focused number of actions with a long time scope (in the case of EIT's Knowledge and Innovation Communities, 7-15 years).

The remaining actions are implemented by **DG EAC under direct management**. These actions consist mainly of administrative expenditure (Library and e-Resources unit of the Commission, Commission trainees, studies, external communication and dissemination of Programmes, IT systems, etc.), policy support, politically sensitive and new actions, pilot projects and preparatory actions.

In parallel and as set out in its Strategic Plan 2016-2020, DG EAC pursues in particular the Commission's general objective on Jobs, Growth and Investment through its DG-specific objectives. These, together with their links to the general objective, are set out in the tables below. Milestones mentioned in the Strategic plan 2016-2020 for strategic objectives 1A and 1B will be reported onto in the Annual Activity report.

2. Policy aspects of the main outputs for 2018

In 2018, DG EAC policy work will focus on preparing the next generation of programmes, deepening and implementing policies adopted in 2017, and proposing new policy initiatives for 2018 in the field of Education, Youth, Sport and Culture.

Preparing for 2020 and beyond

Following up on the **Communication on Strengthening European Identity through Education and Culture** adopted by the Commission ahead of the Gothenburg summit and setting out the vision of a European Education Area by 2025, and the European Council conclusions of 14 December 2017, the Commission will propose:

- a **Council Recommendation on promoting mutual recognition of diplomas and study periods abroad**, a new "**Sorbonne Process**", which, building on the current non-binding "Bologna Process", could make it easier for students and professionals to get their secondary school and higher education qualifications, and trainings recognized across borders;
- a **Council Recommendation on improving language learning**, which would aim to increase language competences of young people and work towards all young Europeans finishing upper secondary education should have a good knowledge of two languages, in addition to their mother tongue;

- a **Council Recommendation on quality in early childhood education and care**, to promote the implementation of the Quality Framework for Early Childhood Education and Care, developed with Member States in the context of ET2020 in 2014;
- the **Digital Education Action Plan**, addressing challenges and opportunities for education and training brought about by digitalisation and setting out related actions seeking to support Member States in fostering digital change and innovation in Europe's education and training systems.

In this context, in 2018, the cross-cutting priority for DG EAC will be the design and preparation of the new generation of programmes to be adopted for the **next multi-annual financial framework**. The next MFF should be designed to reflect Europe's ambition, while addressing the challenge of the Brexit. Building on evidence from all available sources in order to identify the successes and failures of current programmes and their implementation, broad options will be proposed for the new programming period, including opportunities for synergies and complementarities with other programmes, efficiency gains as well as different spending scenarios under the new MFF. This analysis together with a description of the future programmes' EU added value, objectives and design options will be also build on the "Programme Concept Papers". DG EAC has prepared bold proposals in its concept papers and will actively participate in early 2018 in all forthcoming discussions which will shape the Commission proposal for the Future Multiannual Financial Framework beyond 2020 to be presented in May 2018.

Proposals for the new generation of programmes will build on the conclusions of the **mid-term evaluation** of the **Erasmus +** and **Creative Europe**, to be adopted in 2018, and on the recommendations of the **impact assessment** of the future generation of programmes still to be conducted early 2018. Reflection will also be on-going on the future of the **European Solidarity Corps**. With regard to the **EIT** and the **Marie Skłodowska-Curie Actions** DG EAC will actively participate in the discussions on the next Framework Programme for research and innovation led by DG RTD.

In parallel, DG EAC will contribute to the preparation of the **new European Structural and Investment Funds** (ESIF) and of a possible new Structural Reform Fund (SRF) for the post-2020 period. The aim will be to ensure adequate coverage of DG EAC's policy areas in the new ESIF and their translation into thematic objectives and priority investments; to make the new ESIF more flexible and conditional, to seek more effective delivery mechanisms and to increase synergies with the post-Erasmus+ programme and FP9.

DG EAC will also continue to explore ways to harness **financial instruments** to attract private financing for education projects. This could involve developing new instruments to expand student loan schemes, piloting social impact investments or exploiting the upcoming EFSI 2.0. DG EAC will renew efforts to raise awareness of the available EU-level guarantees and financial instruments among education stakeholders, notably at national level. It will strengthen the cooperation with the European Investment Bank, in particular by emphasising the 'soft' elements in infrastructure-related projects that contribute to create sound and inspiring learning environments.

Moving forward the Investing in Europe's Youth Initiative

In 2018, DG EAC will work on the implementation of the actions announced in the Investing in Europe's "**Youth initiative**", including the Communication on a renewed EU agenda for higher education, the draft Council Recommendation on graduate tracking and the Communication on school development and excellent teaching for a great start in life, which were adopted on 30 May 2017. The Erasmus+ programme will be mobilised to support this agenda by i.a. promoting school partnerships, mobility of apprentices and boosting e-Twinning projects. DG EAC will also offer support to Member States to help them moving forward their own agenda towards the implementation of these initiatives.

The Commission proposal for a dedicated legal base for the **European Solidarity Corps**, presented on 30 May 2017, is expected to be adopted by the legislator mid-2018. Since its launch in December 2016, already more than 40.000 young people have signed up, showing the great interest of young people to get involved in solidarity work across Europe. The Commission is further promoting the European Solidarity Corps among all stakeholders and is noting signs of great interest in a variety of areas.

In 2018, the European Solidarity Corps will continue to provide an increasingly high number of opportunities for **long-term volunteering, traineeship or job placements**, financed through eight already existing EU programmes: the Erasmus+ Programme, the EU Programme for Employment and Social Innovation (EaSI), the LIFE programme, the Asylum and Migration Fund, the Health programme, the Europe for Citizens programme, the European Regional Development Fund and the Agricultural Fund for Rural Development.

The **European Youth Portal** provides a single, easily accessible entry point for young people to register to the European Solidarity Corps. DG EAC will continue to expand and develop tools to help create a community of people around the European Solidarity Corps that is expected to contribute to relevant policy aspects. To increase the benefits to young people; the Commission will be widening its training offers before and during placement and increase the measures to enhance the validation of learning outcomes.

Proposing new policy initiatives

Before summer 2018, DG EAC will table its proposals for a **new EU "Youth Strategy"** following the current cycle that will end in 2018. The proposals will be based on the evaluation concluded in 2017 and on initial ideas emerged during consultations in context of 2017 as the "Year of Listening", which involved young people from different backgrounds, youth organisations, youth policy makers and other key components of the youth sector. The future strategy will focus on better incorporating the concerns of young people in all relevant policy areas such as education, entrepreneurship, employment, and digital policies. The renewed EU Youth Strategy will also include aspects to increase quality, recognition and innovation in Youth work, meeting stakeholders' expectations and underpinning the Youth Chapter under Erasmus+.

In early 2018, building on the Investing in Europe's Youth Initiative and on Strengthening European Identity through Education and Culture of November 2017,

DG EAC will propose initiatives including:

- a proposal for a **Council Recommendation on Key Competences for Lifelong Learning**, repealing the Recommendation of the European Parliament and of the Council of 18 December 2006 on Key Competences for Lifelong Learning. The proposal will up-date the European Reference Framework for Key Competences, but also provide more detailed policy guidelines on the best use of this framework and the promotion of competence oriented education, training and learning in a lifelong perspective. This proposal was announced in the Commission Communication on a new skills agenda for Europe¹¹.
- a proposal for a **Council Recommendation on promoting common EU values, inclusive education, and the European dimension of teaching**, which will outline guidance to Member States on teaching EU values as stated in the Treaty, in line with the objective of the Framework for European cooperation in education and training of promoting equity, social cohesion and active citizenship. This proposal was announced in the Commission Communication on supporting the prevention of radicalisation leading to violent extremism¹²

On 25 January 2018, DG EAC will host the **first European Education Summit**, announced by Commissioner Navracsics at the Education Council of 17 February 2017. The Summit will focus on low achievement in basic skills, the need to address inequalities in education systems and better investment in education. It will bring education and the wider world – ministers, stakeholders and civil society – together to work towards a high-level political consensus on tackling inequality in and through education as a means to address underachievement and foster social cohesion. It will also be an occasion to present the proposal for a Council Recommendation on Key Competences for Lifelong Learning; the proposal for a Council Recommendation on promoting common EU values, inclusive education, and the European dimension of teaching, and the Digital Education Action Plan.

Providing on-going support to policy making

In 2018, DG EAC will start the **review of the ET 2020 strategic framework** in order to assess its relevance, effectiveness and impact, to identify to what extent the framework has contributed to improving education and training systems in Europe and to identify examples of good practice. Based on this input, DG EAC will start the **preparation of the new framework** for European cooperation in education and training after 2020. This will involve wide consultations at Commission level, as well as with Member States and stakeholders.

In 2018, DG EAC will continue to support the implementation of the existing ET2020 framework and the EU Youth Strategy which facilitate the Member States cooperation at European level through the **Open Methods of Coordination**.

¹¹ COM(2016) 381 final

¹² COM(2016) 379 final

The **ET 2020 Working group** on Citizenship and the common values of freedom, tolerance and non-discrimination through education will present its policy elements and will complete an on-line compendium of good practice. With a final conference in May 2018, the ET2020 Working Group on Schools will finalise and disseminate its results which address key elements in the area of school governance, such as quality assurance in schools, support for teachers and school leaders, transition between educational institutions and school networks to support school development. The digital working group will provide an input paper to the post-ET 2020 strategy.

As announced in the Communication on '**A renewed EU agenda for higher education**', DG EAC will launch initiatives in the area of STE(A)M¹³ education, support the launch and further development of a self-assessment tool on digital capacity of schools (SELFIE), promote policy experimentation in teaching in diverse and multilingual classrooms and support further work on the development of high quality early childhood education and care.

To underpin its initiatives, DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems, in line with Europe 2020 and ET2020, through studies, evaluations and impact assessments and the collection and use of data from relevant knowledge providers (Eurydice, OECD, Eurostat, Commission's Joint Research Centre, academic expert networks such as EENEE and NESET).

In the context of the **European Semester**, DG EAC will continue to identify the main education challenges and reach a common understanding in close dialogue with Member States on the areas in need of reform at national level. In addition, through dialogue and close cooperation with Member States, DG EAC will also scale up its efforts in offering peer learning to countries in addressing their education challenges. In particular, DG EAC will offer countries tailored support i.e. 'peer counselling', an instrument bringing together professional peers from national administrations to provide external advice to a country in the process of preparing or implementing a specific education reform.

Key outputs to support evidence-based education policies will be the **seventh edition of the Education and Training Monitor** to be released in the last quarter of 2018. Results from the latest cycles of Eurostat's Adult Education Survey and the Eurostudent VI survey are expected in quarter two and will provide valuable additional information to DG EAC' evidence base. DG EAC will pursue its collaboration with OECD with a view to continue collaboration on country analysis, international surveys (TALIS), on data and policy analysis and on high-visibility and ministerial events. Regarding the latter, the Commission will contribute to the organisation of the fourth Global Education Industry Summit (GEIS) to take place in Estonia.

For cultural policy, 2018 marks an important year, as the Commission presented during the Gothenburg Summit a revamped **European Agenda for Culture**, first adopted by the Council in form of a Resolution in 2007. The proposed Agenda sets

¹³ Science, Technology, Engineering and Mathematics

a renewed strategic framework for EU cooperation and policy making in the field of culture.

Related to this exercise, is the presentation of the Commission's report to the Council on the implementation and relevance of the **Work Plan for Culture 2015-2018**, due by mid-2018. The multiannual Work Plans for Culture are the main tools to implement the European Agenda for Culture using in particular two working methods, the Open Method of Coordination and the structured dialogue with stakeholders. The Commission's report will pave the way for the discussions on a new Work Plan for Culture in the second semester 2018.

As regards cultural diversity and the fair remuneration of creativity, DG EAC will continue to devote attention to follow-up on the Digital Single Market (DSM) initiative and notably the negotiations of a second package of proposals for a **revision of the copyright rules**. DG EAC will also continue delivering on the European Agenda for Culture by supporting the implementation of the 2015-2018 Work Plan for Culture and maximising its results for further policy making at EU level, notably in the field of cultural and creative industries, cultural heritage, the EU's nascent cultural diplomacy, and the integration of refugees through arts and culture.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 1.1 : To develop the policy and investment strategies while taking into account the country specific data building on evidence policy strategy and evaluation and to contribute to an effective dissemination and exploitation of the results.		
Main outputs in 2018:		
All new initiatives and REFIT initiatives from the Commission Work Programme		
Output	Indicator	Target for 2018
Next generation of programmes post-2020	Commission adoption	Q2 2018
Other important outputs		
Output¹⁴	Indicator	Target for 2018
European Solidarity Corps Regulation	Adoption by legislator	Q2 2018
New EU youth strategy	Commission adoption	Q2 2018
Proposal for a Council Recommendation on Key Competences for Lifelong Learning	Commission adoption	Q1 2018
Proposal for a Council Recommendation on promoting common EU values, inclusive education, and the European dimension of teaching	Commission adoption	Q1 2018
Digital Education Action Plan	Commission adoption	Q1 2018
Proposal for a Council Recommendation on promoting mutual recognition of diplomas and study periods abroad	Commission adoption	Q2 2018
Proposal for a Council Recommendation on improving language learning	Commission adoption	Q2 2018
Proposal for a Council Recommendation on quality in early childhood education and care	Commission adoption	Q2 2018
Staff Working Document on Education and Training Monitor 2018	Commission adoption	Q4 2018
Proposal for a New European Agenda for Culture	Commission adoption	Q2 2018
Report on the implementation and relevance of the Work Plan for Culture 2015-2018	Commission adoption	Q2-Q3 2018
Education Summit	Organisation of the event	Q1 2018

¹⁴ Where necessary, the output will be accompanied by the relevant analytical Staff Working Document

A. ERASMUS +, the Union programme for education, training, youth and sport

Erasmus+ represents a strategic investment in young people as a critical factor for growth and prosperity and a vehicle to promote European citizenship. DG EAC will implement the 2018 Work Programme for Erasmus+ with a view to pursue the objectives and generate the benefits of Erasmus+ mentioned in its Strategic Plan¹⁵. The budget available for Erasmus+ throughout 2018 will total **EUR 2.5 billion**, which corresponds to an **9% increase** compared to the revised Annual Work Programme of 2017.

DG EAC is expected to table a proposal for the **next generation of Erasmus+** in the first half of 2018. The future programme will ensure stability and continuity with the current programme, while introducing a number of innovations, including virtual and blended mobility, more reach out to schools, vocational education and training and youth, more forward-looking skills, and enhanced efforts to become a more inclusive and accessible programme. The outcomes of the mid-term review, which will be complemented in early 2018 with an impact assessment, will not only help prepare these reflections but also serve to improve the implementation of the current programme.

The Erasmus+ Programme plays an important role in supporting cooperation between schools and pupil mobility as well as learning opportunities for future teachers and professional development for teachers and school leaders. The Communication "**School development and excellent teaching for a great start in life**"¹⁶ addresses three key challenges: weaknesses in competence development at school education level, promoting equity and social fairness by providing good quality education for all and keeping pace with the technological and digital change and its requirements for school education. The programme can provide important contribution especially in funding projects in the area of key competences and especially STE(A)M¹⁷ education. In 2018, DG EAC will follow up on the Communication looking at ways to develop better and more inclusive schools, supporting teachers and school leaders and improving the governance of school education systems.

Similarly, the Erasmus+ Programme will be used to fund initiatives to address many of the policy goals set out in the Commission's Communication on a **Renewed EU Agenda for Higher Education**¹⁸. This renewed agenda builds on the 2011 modernisation agenda and sets out the Commission's plans in four key areas. These are: ensuring graduates leave higher education with the skill sets they and the modern economy need; building inclusive higher education systems; making sure higher education institutions contribute to innovation in the rest of the

15 https://ec.europa.eu/info/publications/strategic-plan-2016-2020-education-and-culture_en

16 COM(2017) 248 final.

17 Science, Technology, Engineering and Maths

18 COM(2017) 247 final.

economy; and supporting higher education institutions and governments in making the best use of the human and financial resources available.

In 2018, a cross-cutting priority will be to make the Erasmus+ Programme an important instrument for inclusion and highlighting the key role of formal and non-formal education in the development of the values and attitudes underlying active citizenship, as reaffirmed in the Paris Declaration¹⁹. In 2018, the "Erasmus+ Virtual Exchange initiative" will continue to be supported, and the **Role Models initiative** will be rolled out through the Erasmus+ National Agencies and a dedicated call. To ensure that the initiative is better known, DG EAC will take efforts to raise its visibility by means of communication tools and to encourage networking between the Erasmus+ and other role models initiatives.

In the field of **higher education**, priority will be given to the following: a) tackling skills gaps and mismatches; b) further supporting the development of graduate tracking systems in Programme countries and exploring options for improving the availability of comparable data on graduate outcomes within Europe; c) encouraging training and exchange to enhance the quality of teaching; d) setting up transnational teacher training courses and strengthening cooperation between teacher training centres; e) promoting and rewarding excellence in teaching and skills development; f) building inclusive higher education systems, connected to surrounding communities; g) ensuring higher education institutions and research institutes contribute to innovation; h) fostering effective and efficient system-level funding and governance models, rewarding good teaching, innovation and community-relevance; i) promoting internationalisation, recognition and mobility, supporting changes in line with Bologna principles and tools; and j) opening up mobility opportunities beyond Europe, funding joint degrees, creating capacity-building, partnerships for cooperation and innovation between EU and non-EU higher education institutions, with a view to modernising higher education in less developed parts of the world, in line with the external action instruments. Through these priorities, Erasmus+ will also contribute to the goal – as expressed in the European Council conclusions of 14 December 2017 – to make progress on strengthening strategic partnerships across the EU between higher education institutions and encouraging the emergence by 2024 of some twenty 'European Universities', consisting in bottom-up networks of universities across the EU which will enable students to obtain a degree by combining studies in several EU countries and contribute to the international competitiveness of European universities.

In 2017 the Council adopted the **Recommendation on a coordinated EU approach to tertiary graduate tracking**, including graduates who have followed vocational education and training. Its subsequent implementation will be supported by a European-level network of experts in graduate tracking that will be set up in 2018. It will facilitate the exchange of expertise to support the availability of comparable data on graduate outcomes at national and EU level to support

¹⁹See: http://ec.europa.eu/dgs/education_culture/repository/education/news/2015/documents/citizenship-education-declaration_en.pdf

improvement of career guidance, programme design, institutional strategy and policy-making in higher education. The Recommendation will also be supported by a pilot European graduate survey, which will be launched in a minimum of six countries in the first half of 2018. The survey will provide new comparable data to facilitate cross-country analysis, comparison and benchmarking.

In the field of **school education**, priority will be given to a) strengthening the profile(s) of the teaching professions, including teachers, school leaders and teacher educators; b) promoting the acquisition of skills and key competences; c) supporting schools to tackle early school leaving (ESL) and disadvantage and to offer quality education, enabling success for all students, from the lowest to the highest end of the academic spectrum; and d) supporting efforts to increase access to affordable and high quality early childhood education and care (ECEC).

In the field of **vocational education** and training (both initial and continuing), priority will be given to a) developing institutional partnerships supporting the set up and implementation of an internationalisation strategy of VET learners and apprentices, aimed at putting in place the necessary support infrastructure as well as the relevant institutional and/or contractual frameworks to promote quality mobility work placements of VET learners and apprentices in another country; b) developing partnerships aimed at promoting work-based learning in all its forms; c) establishing of feedback loops to adapt VET provision based on outcomes, including by setting up or testing graduate tracking arrangements as part of quality assurance systems in line with the recommendation on the European Framework for Quality Assurance in Vocational Education and Training (EQAVET); d) further strengthening key competences in initial and continuing VET; and e) introducing systematic approaches to, and opportunities for, the initial and continuous professional development of VET teachers, trainers and mentors in both school and work-based settings, with a focus on developing effective digital, open and innovative education and pedagogies.

In the field of **adult education**, in line with the ET2020/European Agenda for Adult Learning priorities²⁰ and the Council recommendation on Upskilling Pathways: New Opportunities for Adults²¹, priority will be given to a) improving and extending the supply of high quality learning opportunities tailored to the needs of individual low-skilled or low-qualified adults so that they enhance their literacy, numeracy and digital competences, key competences and/or progress towards higher qualifications, including through the validation of skills acquired through informal and non-formal learning, or progress towards higher qualifications; b) facilitating access to upskilling pathways by making available skills identification and screening, learning offers adapted to individual learning needs, and through the validation of skills acquired through informal and non-formal learning; c) increasing demand and take-up through effective outreach, guidance and motivation strategies which encourage low-skilled or low-qualified adults, to develop and

²⁰ Council Resolution on a European agenda for adult learning, OJ C 372/1, 20.12.2011.

²¹ OJ C 484, 24.12.2016, p. 1–6

upgrade their literacy, numeracy and digital competences and skills and/or progress towards higher qualifications; d) extending and developing educators' competences, particularly in the effective teaching of literacy, numeracy and digital skills to low-skilled or low-qualified adults, including through the effective use of ICT; and e) developing mechanisms to monitor the effectiveness of adult learning policies or to track and monitor the progress of adult learners.

In the **Sport** Chapter priority will be given to grassroots sport, increased participation in sport and awareness of the importance of health-enhancing physical activity in line with the Tartu Call for healthy lifestyle²². The sport chapter will continue to support initiatives to 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 and dual careers of athletes and voluntary activities in sport, together with social inclusion, including refugees and migrants.

In terms of **international strategy**, the Erasmus+ programme will continue to support President Juncker's priority "A stronger global Europe" by focusing on the stabilisation and further development of the European Neighbourhood region (Western Balkans, Eastern Partnership and Southern Mediterranean) in political, economic, and security-related terms. This will be done by financing individual mobility and cooperation projects in the higher education and youth fields, and by organising regional dialogues with the government authorities of the respective regions, building upon the important work done in 2017 such as, for example, the Western Balkans Platform on Education and Training opened by Commissioner Navracsics in September 2017.

DG EAC will continue to support the **Agenda 2030 for Sustainable Development Goals** and in particular the Goal "Ensure inclusive and quality education for all and promote lifelong learning", not only via Erasmus+ and Horizon2020 funding but also by building on the Commission's 2017 Communication on a "renewed impetus of the Africa EU Partnership" which puts youth, knowledge and jobs at the heart of the EU's cooperation with Africa. A concrete example in 2018 will be an additional EUR 4 million funding for individual mobility between the EU and 12 West African states which are all countries of origin or transit of migrants. This initiative is the long-awaited follow-up to the Valetta Summit on migration in November 2015 and the 5th EU-Africa Summit in Abidjan, Ivory Coast, which took place in November 2017. It marks the continuation of the harmonisation of higher education initiatives led by DG EAC and three new flagships, namely 1) the Youth Facility which will offer opportunities for young people and associations to build capacity, participation and skills, 2) a pilot VET mobility initiative with Africa and 3) the strengthening of the African chapter of the students and alumni association. After the adoption of the programming document in May 2018, DG EAC will work on the action packages in close cooperation with DG DEVCO, DG EMPL, EACEA and the African Union Commission so that these initiatives can be launched in the last quarter of 2018.

²² https://ec.europa.eu/sport/sites/sport/files/ewos-tartu-call_en.pdf

In 2018, DG EAC will continue to cooperate with the Council of Europe on human rights and democracy in action and on **promoting inclusive education** for Roma children through the 'INSCHOOL' programme, which started in May 2017 and will run for 20 months.

While education plays a key role in the **integration of migrants**, their educational achievement compared to native-born students remains disadvantageous, as PISA results and early school leaving data show. Member States are developing policy responses to improve integration through education, including for the many children and young people who arrived in European countries in 2015 and 2016. The Sirius policy network on migrant education (co-funded under an Erasmus+ grant) will lead work (national round tables, mutual learning and evidence-gathering) to support countries' integration efforts, complementing DG EAC's ET 2020 Peer Learning Activities on integration in 2018. Further, similarly to 2017, there will be a special call to support transnational cooperation projects in the field of social inclusion, values and fundamental rights, building on the success of previous calls.

Under the **Jean Monnet Action**, the European University Institute will continue the work for the establishment of the Florence School of European and Transnational Governance. In the field of **Sport**, in addition to the regular activities, the programme will contribute to cooperation with the Council of Europe, the United Nations Office on Drugs and Crime (UNODC) and the National Football Information Points (NFIP) network, with dedicated projects to tackle key issues such as gender equality, match-fixing and violence in sport.

In 2018 DG EAC will pursue optimising the performance and user-friendliness of processes and IT tools supporting the programme implementation.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 2.0: To ensure an efficient and effective implementation of the programme		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Revision of the Erasmus+ Work Programme 2018 (WP)	Timely adoption	Q1 2018
Erasmus+ 2019 WP	Timely adoption	Q3 2018
National Agencies guidance documents	Validation and sending of the 2018 guidelines	Q1 2018
Effective WP management	N° of Delegation Agreements signed	57
	Timely signature of Delegation Agreements	April 2018
	N° of operational grants signed on time (within Delegation Agreements)	57
	N° of NAs meetings	2
	Number of evaluation conclusion letters on the NA Yearly Reports sent to NAU's/NA's (deadline 90 calendar days after reception of complete IAB opinion)	57 by Q3 2018
	Number of follow-up/feedback letters to the NAU October reports sent to NAU's/NA's	57 by January 2018
	Budget execution	100%
Other important outputs		
Output	Indicator	Target for 2018
Interim evaluation of Erasmus+	Commission adoption	Q1 2018

1. Education and Training

As underlined by Commissioner Navracsics²³, "education helps to build economic and social progress". Education and training are thus crucial to prevent and tackle poverty and exclusion by addressing key social disadvantage factors. In particular, in the field of Education and Training, several priorities are identified for 2018 which directly contribute to the Jobs and Growth general objective.

In the field of **higher education**, in 2018 priority will be given to the training of academic staff in innovative pedagogies and curriculum design, as well as to traineeships in digital skills for students from all disciplines and all levels of higher education. In addition, enhancing the quality and relevance of students' knowledge and skills, better use of ICT, better links between higher education institutions and employers or social enterprises, as well as opening up traineeships opportunities beyond Europe will continue directly contributing to the Jobs and Growth strategy.

In 2018, DG EAC will work on the implementation of actions set out in the European Council conclusions of 14 December 2017 and the Communication on '**A renewed EU agenda for higher education**'²⁴, adopted in May 2017 and endorsed by the Council in November 2017. In addition to the work within the ET2020 Working Group on Higher Education and the accompanying Peer Learning Activities, the following concrete actions will be prioritised in 2018:

- **EU STE(A)M coalition:** an EU-level STE(A)M event will be organised, bringing together stakeholders and key Commission services to develop and share good practices in STE(A)M curricula and agree on key specific priorities. 2018 Erasmus+ KA2 and KA3 calls will support the implementation of these priorities.
- **Resources review:** This initiative will support the effectiveness, efficiency and economy of higher education systems by looking at the funding, incentive and reward structures in higher education in collaboration with the OECD. By the end of 2018, the project will produce an analytical framework for addressing the complex issue in order to be able to subsequently offer comprehensive reviews to individual countries and help them determine the best ways to target and balance investment to achieve results.
- **Consolidate the knowledge Hub on higher education to** optimise and create synergies between EU tools for evidence-building: the European Tertiary Education Register (ETER), U-Multirank and the pilot European graduate survey. During 2018, first deliverables will be available, such as policy briefs and first proposal for joint research topics..
- **Electronic student identification:** the work will intensify in 2018 to speed up the development of inter-operable systems for sharing electronically secure information about students in the EU, supporting the roll-out of 'Erasmus without papers' and 'European Student Card' projects.

²³ http://europa.eu/rapid/press-release_SPEECH-16-3421_en.htm

²⁴ COM (2017) 247

Several of these initiatives will be launched in 2018; results are to be expected in 2018 and 2019.

In the field of **school education**, priority will be given to strengthening the profiles of the teaching professions, addressing underachievement in the basic skills of maths, science and literacy through more effective and innovative teaching methods, and addressing multilingual classrooms through methods building on diverse language skills alongside with the main language of instruction. In line with the Europe 2020 headline target, DG EAC will also support schools to tackle early school leaving (ESL) and disadvantage and to offer quality education, enabling success for all pupils, including children with a migrant background who might face specific (e.g. linguistic) challenges. A special attention will also be given to efforts to increase access to affordable and high quality early childhood education and care. Lastly, the Erasmus + programme will offer a new opportunity through a new type of project under strategic partnerships (named "school Exchange Partnerships") in order to boost pupil mobility activities.

In 2018, DG EAC will work on the implementation of actions set out in the European Council conclusions of 14 December 2017 and in the Communication on '**School development and excellent teaching for a great start in life**'²⁵, adopted in May 2017 and endorsed by the Council in November 2017. More concretely, work will be prioritised on:

- The **SELFIE self-evaluation** tool²⁶ to support schools in assessing their progress in integrating digital technologies in teaching and learning will also be developed further in the course of 2018. The tool will be adapted and fine-tuned based on feedback from the pilot which took place during September and October 2017.
- In the next phase the Commission intends to make the tool available to a wider number of countries and schools. The SELFIE tool is developed by DG EAC and the Joint Research Centre in close cooperation with the Working Group on Digital Skills and Competences.
- With regard to support of teachers and school leaders, DG EAC will launch in 2018 a series of initiatives including **peer learning** and expert seminars on teacher careers and professional development and online communities and resources for school professionals. DG EAC will also extend its work on school governance, the effectiveness and efficiency of expenditure in school education, on quality assurance and on quality in early childhood education and care.

As regards **vocational education and training** (VET), priority will be given to developing VET business partnerships aimed at promoting work-based learning in all its forms, with special attention to apprenticeship training, by involving social partners, companies and VET providers and with a specific focus on the local and regional dimension in order to produce concrete results on the ground. The year 2018 also sees the start of the ErasmusPRO activity, reinforcing the support for long-duration mobility (between 3 and 12 months) of VET learners in vocational institutes or companies.

Furthermore, in the field of **adult education**, priority will be given to improving and extending the supply of high quality learning opportunities tailored to the needs of

²⁵ COM (2017) 248

²⁶ <https://ec.europa.eu/jrc/en/digcomporg/selfie-tool>

individual low-skilled or low-qualified adults so they acquire literacy, numeracy or digital skills, including through the validation of skills acquired through informal and non-formal learning. Extending and developing educators competences is also stressed as a priority for this sector.

In 2018, the use of **eTwinning** will be further enhanced, connecting teachers and classrooms across Europe, to step up support to teachers and foster exchanges. In addition to the annual theme that will be dedicated to the European Year of Cultural Heritage, eTwinning activities will keep promoting fundamental values, democracy and citizenship; and digital learning. In 2018, in addition to growing its user base in existing countries, e-Twinning will be to further expand to some Partner Countries, notably in the South Mediterranean neighbourhood. Another key goal for 2018 will be to advance the work with Ministries of Education on recognizing and embedding eTwinning into their national education systems.

The **School Education Gateway** will continue to establish itself as Europe's main online platform for school education. Having been enriched in 2017 with services such as the Teacher Academy and the European Toolkit for Schools, the platform will continue to boost these activities to offer attractive, multifaceted and useful content for school education stakeholders. Further enhancements to the Teacher Academy will help empower teachers in dealing with today's more diverse classrooms and challenges, such as promoting inclusion and fundamental values, and developing a broad range of competences in learners for their lives beyond school. Another key goal in 2018 will be to reinforce the engagement of National Agencies in actively promoting the platform and contributing to its content (including material for online courses).

The collaborative platform **EPALE** (Electronic Platform for Adult Learning in Europe) will develop further the discussion and exchange of good practice between stakeholders involved in areas such as innovative teaching methods and adult migrant education. In the context of the EYCH 2018, focus will also be given to art and cultural education. The platform will carry on developing the EPAL community, and increasing the number of themes and discussions, with the continuous aim of improving the quality of the adult education sector. EPAL's community features will be enhanced to propose better means to share ideas, discuss best practices and work together on common issues. EPAL will also be extended with a "Policy Portal", which will comprise a policy analysis tool and a "one-stop-shop" for hosting and presenting EU policies and documents related to adult learning.

The **Jean Monnet activities** funded by Erasmus+ will continue to fund teaching and research into the European integration process to contribute to more active citizenship. Being the major programme at European level supporting studies on the European Integration process, its outputs are an important contribution to the reflections on the future of Europe.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.1: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual Work programme	N° of individual Mobility of Staff (HE - VET - Schools - Adult)	97 876
	N° of students Mobility HE	280 781
	N° of Learners Mobility VET	99 328
	N° of Erasmus Mundus Joint Masters	4 600
	N° of Masters Student loan guarantee facility	7 081
	N° of operating grants for National Agencies (NAs)	57

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.2: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between education and training providers and other stakeholders		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ Annual Work programme	N° of Strategic partnerships	3 100
	Knowledge Alliances/Sector Skills Alliances	48
	N° of Web platforms	4
Communication actions	N° of registered users of web platforms (mainly teachers and school education staff, adult educators, higher education)	700 000 (a)
University-Business Forum	Organisation of a UB Forum in Sofia in cooperation with the Bulgarian Presidency	22-23 February 2018

(a) This number includes the registered users of eTwinning, SEG and EPALE

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.3: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency²⁷ and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning		Related to spending programme Erasmus+ (Education and Training)
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Policy Framework on promoting social inclusion and common EU values through formal and non-formal learning	Finalisation of Policy Framework	Finalisation of the policy framework
Online compendium of good practices	Number of good practices on-line	100
ET 2020 group meetings	Number of meetings	10
ET 2020 peer learning activities (PLAs) and reports	Number of PLAs/reports	10

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.4: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in education and training by increasing the attractiveness of European higher education institutions		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual Work programme	N° of international Student and Staff Mobility	30 000
	N° of international students in master degree	228
	N° of international HE and Youth Capacity Building projects	136

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.5: To improve the teaching and learning of languages and promote the Union's broad linguistic diversity and intercultural awareness		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Individual participant report	Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 96% VET: 87%
Cooperation with the Council of Europe ²⁸	Implementation of the cooperation	Q3-Q4 2018

²⁷ The Union transparency aspect is under DG EMPL responsibility.

²⁸ In particular on teaching practices in multilingual classrooms, assessment methods and linking pedagogies to the Common European Framework of Reference for language competences (RELANG project)

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.6: To promote excellence in teaching and research activities in European integration through the Jean Monnet activities worldwide		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual Work programme	N° of students receiving training through Jean Monnet activities	310 000
On-line reporting for the Jean Monnet activities	N° of countries where Jean Monnet activities have been performed successfully	88

2. Youth

In 2018, DG EAC will actively contribute to the objectives of creating a promising economic future for all, safeguard our way of life and provide better opportunities for youth, set at the occasion of the Heads of State and Government Summit held in Bratislava in September 2016²⁹ and spelt out in the Commission Communication 'Investing in Europe's youth' adopted on 7 December 2016.

In 2018, DG EAC will be involved in the negotiations and practical implementation of the **European Solidarity Corps**, with the target of 100.000 placements of young people on solidarity activities by 2020. The Corps will support volunteering, traineeships and job placements in a wide range of sectors engaged in solidarity and will provide young people with opportunities to set up their own solidarity projects or volunteer as a group. All these actions aim to give young people across Europe new opportunities to engage in solidarity activities addressing societal challenges and strengthening communities. At the same time, they will help improve the skills and competences young people need for their own personal and professional development at the beginning of their careers.

In accordance with the **European Union Work Plan for Youth for 2016-2018**, activities in the domain of youth will focus on the contribution of youth work as well as non-formal and informal learning to responding to the opportunities and challenges raised by the increasing numbers of young migrants and refugees in the European Union.

2018 is the last year of the current **EU Youth Strategy**. Member States and stakeholders expect the Commission to propose a new EU Youth Strategy for the post 2019 period. The future cycle will benefit from relevant input gathered from young people and youth stakeholders through a number of outreach activities and tools. Priorities in the youth field will also take into account the work done on Commission-wide priority actions, such as on employment, education, climate change and inclusion.

2018 will be the final year of the 6th cycle of the EU **Structured Dialogue** with young people (theme: 'Youth in Europe: what's next?') which will also feed into the revision of the EU youth strategy.

The expert group on youth work for young migrants and refugees will finalise its work in 2018, with a **practical toolbox** for youth workers and youth organisations, as well as policy recommendations.

In 2018, the partnership between the European Union and the Council of Europe in the field of youth will pursue its activities, with a particular focus on youth work and cooperation with EU neighbourhood.

²⁹ <http://www.consilium.europa.eu/en/press/press-releases/2016/09/16-bratislava-declaration-and-roadmap/>

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.7: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in the field of youth including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity		Related to spending programme Erasmus+ (Youth)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of participants in Youth Exchanges	80 900
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of participants in Erasmus+ volunteering activities	4 500 (9 000 if transitional measures)
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of youth workers participating	23 800
Platform on the European Solidarity Corps on the EU Youth Portal	Finalising the 1st phase: matching tool communication campaign web app. Launch of the 2nd phase: roll-out of the European Solidarity Corps. N° of young people registered in the European Solidarity Corps database N° of young people deployed in the European Solidarity Corps in 2018	60 000 18 500
Expert group on youth work for young migrants and refugees	Final results: Compilation of a practical toolbox for youth workers and youth organisations, offering useful tips and guidance useable in different Member States; Policy recommendations as input to possible Council conclusions.	December 2018

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.8: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between organisations in the youth field and other stakeholders		Related to spending programme Erasmus+ (Youth)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	Number of strategic partnerships	2 280

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.9: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level		Related to spending programme Erasmus+ (Youth)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of structured Dialogue projects	163
Effective implementation of the Erasmus+ 2018 Annual Work programme	N° of operating grants to European Youth NGOs	72
6 th cycle of Structured Dialogue with young people	Completion of the cycle	Q4 2018
Adoption of the WP	N° of support to Eurodesk	35
Organisation of the Forum	Development of the European Youth Forum	1

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.10: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in the field of youth in particular as regards the role of youth workers and support structures for young people.		Related to spending programme Erasmus+ (Youth)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual WP	N° of capacity building projects (international dimension)	65
Partnership between the European Union and the Council of Europe in the field of youth – particular focus on cooperation with EU neighbourhood	Contribution to a Conference on countering violent radicalisation, supporting development of youth knowledge networks in neighbour countries	Throughout 2018

3. Sport

The objectives of the Treaty in the area of sport will equally be pursued in 2018, including through the implementation of the Sport Chapter of Erasmus+ 2014-2020.

Following the Commission's report on the implementation and relevance of the second **EU Work Plan for Sport** (2014-2017) – adopted in January 2017, a new multi-annual EU Work Plan (2017-2020) was adopted by the Council on 24 May. The Work Plan sets out the policy priorities and main actions for cooperation in the field of sport at EU level: integrity of sport, the economic dimension of sport and sport and society. There will be 2 Expert Groups - one on integrity and one on skills and workforce development in sport. New working methods will be also introduced, such as cluster meetings.

In parallel, the Commission will continue the work in priority areas, such as good governance in sport through the pledge board, the promotion of grassroots sport and healthy life style through the implementation of the **Tartu Call** and the promotion of social inclusion through sport including through the Erasmus+ chapter sport.

The annual **European Week of Sport** was implemented for the third time in 2017 in cooperation with participating countries and partners of the Week, to encourage participation in sport and physical activity and raise awareness about the numerous benefits of both. The 2017 European Week of Sport focused on healthy life style. According to the provisional figures 13 million people took part in more than 7000 events. Through Erasmus+, specific funding is foreseen to support the Week in the Member States. The Week will take place on fixed dates (23-30 September). The coordination by the Commission serves to maximise the mobilisation of public authorities at European, national and local level, the private sector and actors of sport in order to ensure a substantial impact on the ground.

In 2018 an **evaluation** will draw lessons from the implementation of the European Week of Sports carried out in 2015, 2016 and 2017. The evaluation will elaborate on best practices and examples which could be used for future initiatives both at the EU level and in the EU Member States and provide suggestions on how to improve the organisational and communication aspects, as well as the collaboration with at national and local levels.

In 2018, the **cooperation with international organisations** active in the field of sport will be further strengthened. In particular, the Commission will further develop partnerships with three international organisations through Erasmus+: the Council of Europe, the UNODC, and the World Health Organization.

In 2018, a pilot project will continue to work in the field of **social inclusion** of refugees. 2 preparatory actions will also be implemented: Sportue: the promotion of European values through sport initiatives at municipal level, and Exchanges and mobility in sport.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.11: To support good governance in sport and dual careers of athletes		Related to spending programme Erasmus+ (Sport)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual WP	N° of cross-border projects to improve good governance and dual careers	40
EU Sport Forum	Organisation of the Forum	Forum to take place in March 2018

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.12: To 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		Related to spending programme Erasmus+ (Sport)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual WP	N° of cross-border projects to combat threats to sport	42

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.13: To promote voluntary activities in sport, together with social inclusion, equal opportunities and health-enhancing physical activity through increased participation in, and equal access to sport.		Related to spending programme Erasmus+ (Sport)
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective implementation of the Erasmus+ 2018 Annual Work programme	N° of cross-border projects to enhance social inclusion	175
3 rd European Week of Sport	Organisation of the event	Q3 2018
European Award for social inclusion	Organisation and attribution of the award	Q4 2018
Pilot project: Sport as a tool for integration and social inclusion of the refugees.	Selection of the projects among the applications received via the call for proposals and contracts	Q3 2018
Preparatory actions: Sportue: the promotion of European values through sport initiatives, and Exchanges and mobility in sport.	Selection of the projects among the applications received via the call for proposals and contracts	Q3 2018

B. Horizon 2020, the EU Framework Programme for Research and Innovation

This part of H2020 aims to reinforce and extend the excellence of the Union's science base and to consolidate the European Research Area in order to make the Union's research and innovation system more competitive on a global scale.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 3.0 MSCA: To ensure an efficient and effective implementation of the programme		Related to spending programme H2020
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Effective WP management	Budget execution	100%
	N° of calls published	6
Austrian Presidency Conference on 'MSCA beyond 2020'	Organisation of the event	Q3-Q4 2018
Other important outputs		
Output	Indicator	Target for 2018
Revision of the MSCA Work Programme 2018-20	Adoption of the revised Work Programme 2018-20	Q3 2018
Proposal for a legal base for the post-2020 R&I Framework Programme (MSCA contribution)	Adoption of the proposal by the Commission	Q2/Q3 2018
Set-up of online introductory training modules for MSCA fellows	Finalisation of the online training modules	Q3 2018

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 3.0 EIT: To ensure an efficient and effective implementation of the programme		Related to spending programme H2020
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
2019-2021 EIT Single Programming Document (SPD)	Adoption of the opinion	Q3
Effective WP management	N° of grant agreements signed	6
	SME participation in KIC partnerships	40%
	N° of communication and outreach activities	10 newsletters published and at least 3 stakeholder events held
	Budget execution	100%
Other important outputs		
Output	Indicator	Target for 2018
Opinion on EIT mid-term evaluation	Adoption of the report	Q1 2018
Revision of the legal basis	Drafting of the proposal and submission to co-legislators	Q1 2018
2017 discharge process	Acceptance of the discharge	Q4 2018

1. Marie Skłodowska-Curie actions, contributing to economic growth through excellence in science

The Marie Skłodowska-Curie actions (MSCA), part of the H2020 programme, the EU Framework programme for research and innovation, supports the human resources behind research and innovation. 65,000 researchers (~25,000 PhD candidates) will have benefitted by 2020 from **international and intersectoral mobility** plus attractive working conditions. DG EAC coordinates the programme and the Research Executive Agency (REA) manages it.

The MSCA will continue to support excellent researchers. MSCA have a proven track record of success in developing young researchers' skills and competences, as well as in boosting their employability and professional realisation. In 2018, as in previous years, the **European Researchers' Night**, a Europe-wide public event, will showcase what researchers really do for society in interactive and engaging ways, promoting research careers to young people and their parents.

Given the success of the instrument, in 2018, a forward-looking MSCA Presidency conference will be organised by the Austrian Presidency on the "**MSCA beyond 2020**". In addition, the Commission will organise several events (conferences and workshops) dedicated to the MSCA, and to contribute to leading research conferences. This will be an opportunity to disseminate concrete results of MSCA-funded projects that strengthen centres of research and innovation excellence around the EU, contribute to Europe's competitiveness and world-wide attractiveness.

The 2017 mid-term assessment of the MSCA contributed to improving its implementation and provided a solid evidence base for designing activities and initiatives for the period 2018-20. These findings and other inputs such as stakeholder position papers will contribute to shaping the MSCA part of the Commission proposal for a post-2020 Research and Innovation Framework Programme to be submitted in 2018.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 3.1: Excellent science – Marie Skłodowska-Curie actions – To ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions		Related to spending programme Horizon2020
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Implementing projects	Nº of grants awarded	1,750
Effective implementation of the MSCA 2016-17 Annual Work programme	Nº of Researchers, including PhD candidates, funded through the MSCA	10,000
European Researchers' Night	Organisation of the NIGHT	Q4 2017 50 projects with a wide geographical spread

2. The European Institute of Innovation and Technology, promoting synergies and complementarities via the knowledge triangle

In 2018, the European Institute of Innovation and Technology (EIT) will continue working towards delivering on its mission of integrating higher education, research and business, with a total budget for operational activities of almost 400 M€. The EIT will continue to extend the KIC model to contribute to the delivery of the Europe 2020 agenda, designating **2 new Knowledge and Innovation Communities (KICs)** in the fields of "Added-value Manufacturing" and "Urban mobility", which will help further enhance the knowledge base and strengthen Europe's innovation capacity.

The mid-term evaluation of the EIT activities was finalised in 2017, covering the period of 2011-2016. This evaluation contributed to the reflection on the next **Strategic Innovation Agenda** of the EIT, which will outline its main strategic directions, intervention logic and possible new themes for KICs for the period 2021-2027. DG EAC will complement the evaluation with an impact assessment in early 2018, and further develop the document to ensure that it is aligned with the EU priorities for the next framework period, before proposing it to the co-legislators for adoption.

DG EAC is the EIT's parent DG and has a supervision and support role. As in previous years, the EIT will submit to the Commission its **Draft Single Programming Document** which will lay down the financing decision for the following year. DG EAC will also organise the annual Commission services'-EIT meeting and will lead the coordination of the EIT's work with the wider Commission's political priorities.

In 2017, the supervision was conducted under the terms of the EIT partial financial autonomy and included ex ante checks on EIT's grants and high value procurements (over 60.000 EUR). At the end of 2017, DG EAC completed its **full financial autonomy** assessment and granted autonomy to the EIT.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 3.2: The European Institute of Innovation and Technology – To integrate the knowledge triangle of research, innovation and higher education and thus to reinforce the Union's innovation capacity and address societal challenges		Related to spending programme Horizon2020
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Single Grant Agreement with 6 KICs	Signature of a single grant agreement with 6 KICs	Q1 2018
Designation of 2 new KICs	Designation of 2 new KICs	Q4 2018
Proposal for a new Strategic Innovation Agenda 2021 – 2027	Proposed to the Council	End 2018
Meeting of the EIT Advisory Group (between Commission services and the EIT and the KICs)	Organisation of the meeting	1 st half 2018
Revision of EIT Regulation	Interservice consultation and proposal tabled to co-legislators	Q1 2018

C. Creative Europe, the EU framework programme for support to the culture and audiovisual sectors

As regards cultural diversity and the fair remuneration of creativity, DG EAC will continue to devote attention to follow-up on the **Digital Single Market initiative**³⁰ and notably the negotiations of a second package of proposals for a revision of the copyright rules. DG EAC will also continue delivering on the European Agenda for Culture by supporting the implementation of the 2015-2018 Work Plan for Culture and maximising its results for further policy making at EU level, notably in the field of cultural and creative industries, cultural heritage, the EU's nascent cultural diplomacy, and the integration of refugees through arts and culture.

Based on the priority for Jobs and Growth of the European agenda for Culture (2007-2017), in 2018, DG EAC will work on its report to assess the implementation and relevance of the **Work Plan for Culture 2015-2018** due by mid-2018, including a series of consultations at different levels, such as expert groups operating under the Open Method of Coordination.

In line with its specific objective, DG EAC will continue to devote attention to follow-up on the Digital Single Market initiative and notably the negotiations of a second package of proposals for a **revision of the copyright rules**. The Commission has set out proposals on the modernisation of copyright to increase cultural diversity in Europe and content available online, while bringing clearer rules for all online players. The second copyright package published in 2016 includes 1 proposal for a Regulation on the on-line transmission of TV and radio programmes and 1 a proposal for Directive covering several aspects of copyright in the DSM. These include provisions on the fair remuneration of creators, which require sector-specific implementation through stakeholders' dialogues in the Member States. Other strands of work include enforcement and the role of platforms. Once the new legislation is adopted by the co-legislators, DG EAC will contribute as appropriate to the EU level preparatory process.

The Europe 2020 strategy recognises the cultural and creative sectors as a source of innovative ideas which can be turned into products and services that can create growth, jobs and address societal challenges. For this purpose an important aspect is the access to finance for cultural and creative sectors. **The Guarantee Facility** has taken up in 2017 and will continue in 2018 to provide guarantees to lending and credit institutions to encourage them to offer loans or guarantees and provide finance for cultural and creative sectors initiatives. This will enhance access to finance of SMEs in the cultural and the creative sectors, therefore strengthening their financial capacity and reinforcing their competitiveness. To a greater extent, it will also contribute to the promotion of a smart, sustainable and inclusive growth.

On the basis of the mid-term evaluation of the Creative Europe programme to be issued end 2017, adaptations to the current programme and preparation for the

³⁰ COM/2015/0192

next generation of programmes will be launched in 2018. An impact assessment and stakeholder consultations will be carried out in 2018 to help gathering evidence with a view to adopting a new EU funding scheme to support the cultural and creative sectors after 2020. This work will focus on the impact this new funding scheme might have as well as on its European added value.

Following the positive vote in the EP end of October 2017, DG EAC will implement the Preparatory Action **"Music Moves Europe" 2018-2020**, which aims at exploring ways to better support the music sector within a future programme.

Lastly, DG EAC is in charge of the organisation of the **European Year of Cultural Heritage 2018**. Its overall objective is to encourage the sharing and appreciation of Europe's cultural heritage, to raise awareness of common history and values, and to reinforce a sense of belonging to a common European space. The European year is an opportunity to underline the social and educational value of heritage, its economic significance, and its role in raising the profile of the EU in the world. This will be the only European Year under the Juncker Commission. It is an opportunity to gain a high visibility, leave a strong legacy and take the lead of an action that cuts across many policy fields within the Commission, in the Member States and internationally.

DG EAC is coordinating the European Year activities at the European and international level. Key activities in 2018 will consist in funding transnational projects, implementing a communication strategy on the value of cultural heritage for Europe, organise many European level actions and conferences, and build a policy legacy of the Year. Meetings will also be organised regularly with the national coordinators of the Year designated by the EU Member States, with stakeholders and with key international organisations (Council of Europe, UNESCO).

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 4.0: To ensure an efficient and effective implementation of the programme		Related to spending programme Creative Europe
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Creative Europe 2019 WP	Adoption	Q3 2018
Effective WP management	N° of grant agreements signed	2070 (total Creative Europe)(a) 190 Culture Sub-programme 45 (cross sectoral)
	N° of procurements signed	38 (total Creative Europe) (b) 25 (Culture sub-programme) 9 (Cross sectoral)
	Budget execution	100% (c)
Other important outputs		
Output	Indicator	Target for 2018
Interim evaluation of Creative Europe	Adoption of the report	Q1 2018
Ex-post evaluation of the 2017 ECOC	Adoption of the report	Q4 2018

(a) (b) Partly executed by DG CNECT (MEDIA sub-programme) (c) EU28

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.1: To support the capacity of the European cultural and creative sectors to operate transnationally and internationally		Related to spending programme Creative Europe
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator (CULTURE Sub-Programme)	Target for 2018
Development of training, education, skills, competences	N° of cooperation measures	32
Providing capacity building (new business models, digitisation)	N° of cooperation measures	23
Development of a structure for international professional development	N° of European platforms	15
Effective implementation of the Creative Europe 2018 Annual Work programme	N° of special actions launched, such as Prizes, ECOCs (European Heritage label) (In the special action output, the Melina Mercouri Prize (1,5 EUR Million) will be awarded each year to the European Capitals of Culture- ECOC)	7
2018 European year of Cultural Heritage	N° of cooperation measures	20

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.2: To support transnational policy cooperation in order to foster policy development, innovation, creativity, audience building and new business models		Related to spending programme Creative Europe
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Transnational policy cooperation and support	N° of Network of Creative Europe desks	38
Appointment of the experts	N° of studies, evaluations and policy analysis (includes also the subsidy for the European Audiovisual Observatory)	6
Events dedicated to policy development and EU Presidencies	Organisation of Conferences, seminars and policy dialogue	6
Staff Working Document on the evaluation of the European Agenda for Culture (2007-2017)	Adoption of the SWD	Q4 2018
Report on the implementation and relevance of the Work Plan for Culture 2015-2018	Adoption of the Report	Q2/Q3 2018

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.3: To strengthen the financial capacity of small and medium-sized enterprises and organisations in the cultural and creative sectors in a sustainable and balanced way across countries and sectors		Related to spending programme Creative Europe
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2018
Development of a Cultural and Creative Sectors Facility	Loans provided by banks to operators	<i>Support more than 900 small and medium-sized businesses through seven intermediaries</i>

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.4: To promote the transnational circulation of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups		Related to spending programme Creative Europe
Main outputs in 2018:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator (CULTURE Sub-Programme)	Target for 2018
Support to international touring	N° of cooperation measures	77
Promotion measures to reach new audiences	N° of measures, such as those promoting audience building	26
Effective implementation of the Creative Europe 2018 Annual WP	N° of European platforms, such as those fostering international careers	15
Effective implementation of the Creative Europe 2018 Annual WP	N° of literary translations and promotional support	36
Communication actions dedicated to Special actions	N° of Special actions, such as Prizes, ECOC, European Heritage label	11

D. Corporate activities (general objective 11)

On behalf of the Commission, DG EAC manages 2 corporate activities for the benefit of Commission services and other EU institutions or bodies: the Library and e-Resources unit and the Traineeships office.

The **Library and e-Resources unit** aims to develop and deliver high-quality and innovative information services to support Commission staff in evidence-based policy development and decision-making processes. Over the past few years and in addition to its traditional activities, the Library has significantly extended its **digital collections**, provided reference services and implemented tools to improve the search and discovery experience.

After phasing out its current IT-system by the end of 2017, the Library and e-Resources unit will start using its **new cloud-based Library Management System** in early 2018. The new system, which has been purchased under the 'Software as a Service' model, has been designed to effectively manage e-resources. As part of the changeover a significant upgrade of the user-interface is planned. Furthermore, the Library will pursue its objective of becoming a user-centric Library by promoting **Demand Driven Acquisitions**, and will collaborate with DIGIT on the development of a corporate App for Library Services.

The **EC 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.

To the purpose of **selecting trainees**, it

- Shares information via web, social media and presentations
- Defines the rules and procedures for selection of trainees
- Organises and coordinates evaluations and checks of documents with the support of +/- 400 EC evaluators

To the purpose of **managing traineeships**, it

- Provides IT-based file management of all trainees, including registration of data, payment and insurance
- Coordinates, informs and support local trainee coordinators in all DGs and services
- Organises events, training sessions and visits for trainees
- Coordinates and supports trainees in their activities

It also manages the budget and financial contracts for the programme on and has 14 Service Level Agreements with other agencies and services to organise traineeships on their behalf.

As from 2016, the Office is undertaking a reform introducing new activities together with other services to enhance its performance, making selections more smooth, increasing the learning and events on offer and to develop a new activity, namely for trainees as ambassadors after their traineeship. This reform process will culminate with the **revision of the legal basis** governing the traineeships programme, which is expected to be adopted in 2018. In parallel, using existing corporate web services and building blocks, DG EAC, together with DIGIT, will

revamp the existing **IT systems** to optimize the daily management of trainees' files, with and improved data synchronization with Sysper and a new interface to manage financial transactions.

<p>LIBRARY AND E-RESOURCES CENTRE OF THE COMMISSION: Relevant general objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents</p>		
<p>Specific objective 5.1: To develop and deliver high quality and innovative information services to support Commission staff in evidence-based policy development and decision making processes</p>		
<p>Main outputs in 2018:</p> <ul style="list-style-type: none"> • Smooth functioning of the newly implemented Integrated Library Management System • Upgrade of the user-interface • Smooth functioning of the electronic platform allowing Demand Driven Acquisition (DDA) • Corporate App for Library Services 		
<p>Other important outputs</p>		
<p>Output</p>	<p>Indicator</p>	<p>Target</p>
<ul style="list-style-type: none"> • Consultation of the Library's search tool Find-eR. • Downloads from the Library's electronic collections. 	<p>Number of searches run in Find-eR. Number of downloads from the Library's electronic collections.</p>	<ul style="list-style-type: none"> • Number of searches in Find-eR: ≥ 220 000. • Downloads from electronic collections: ≥ 210 000.
<ul style="list-style-type: none"> • Library collections, mostly composed of electronic periodicals, e-books and on-line versions of daily press. 	<p>Percentage of acquisition budget spent on electronic information sources</p>	<p>Target (July 2020): 70% of all acquisitions are e-resources.</p>

<p>TRAINEESHIPS OFFICE Relevant general objective 11: To provide university graduates with working experience within the European Public Administration and to prepare them for possible future cooperation with the European institutions, inside or outside the EU, through the traineeship programme</p>		
<p>Specific objective 5.2: To develop and deliver high quality and innovative information services to support Commission staff in evidence-based policy development and decision making process</p>		
<p>Main outputs in 2018:</p> <ul style="list-style-type: none"> • Adoption of a new legal base • Revising selection process (pilot phase) • Launch of alumni activities 		
<p>Other important outputs</p>		
<p>Output</p>	<p>Indicator</p>	<p>Target for 2018</p>
<p>Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication with candidates, VBB)</p>	<ul style="list-style-type: none"> • number of evaluations • number of appeals 	<ul style="list-style-type: none"> • 40.000 evaluations per year • less than 100 appeals
<p>Events and trainings for trainees Guidance and support to trainees, advisors and coordinators</p>	<ul style="list-style-type: none"> • satisfaction of trainees 	<ul style="list-style-type: none"> • at least 90% of trainees satisfied

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

Milestones mentioned in the Strategic plan 2016-2020 for organisational management will be reported onto in the Annual Activity report.

A. Human resource management

This section of the management plan deals with internal aspects of the DG's activities. The HR Modernisation project as laid down in the Communication on Synergies and Efficiencies continues to be rolled out in the Commission. HR services for DGs are now delivered by the Account Management Centres (AMCs). Within each DG, the HR Business Correspondent coordinates strategic HR matters and prepares the related decisions of the DG's management

In January 2017, DG EAC was reorganised to mainstream and better reflect the DG's mission statement and tasks in its organisational structure. In 2018 a local HR management strategy will be developed for DG EAC.

1. Progress on strategic targets set for 2016-20

Female representation in middle management target: In its meeting on 19 July 2017, the College adopted quantitative targets of first female appointments to be made per directorate general and service at middle management level by 1 November 2019, as set out in document SEC(2017) 359. The overall target is to have at least 40% of middle management positions occupied by women. DG EAC has been assigned the target of 4 female first appointments to middle management position until the end of 2019.

Staff engagement target: Knowledge sharing among colleagues is an important way towards higher staff engagement. To this end DG EAC has created a team and a strategy on knowledge management in 2017. It is improving information sharing inside the DG through a thematic approach and new collaboration tools. In 2017 7 targeted working groups on content reorganisation and on average 6-7 tailor-made coaching sessions per week took place. All the afore mentioned actions contribute to improve the understanding of what is expected of all at work as well as to facilitate them to have the appropriate and final information to do their work timely, these two indicators were included in the Staff Survey 2017 to ensure staff engagement index. Other measures were the organisation of an Away Day with strong staff involvement that led to a series of management and staff trainings (Ted talk) as well as away days for directorates and units.

Wellbeing target: The first-ever "EAC Health Week" from 29 May - 2 June 2017, organised in cooperation with DG HR Corporate and the Medical Service, aimed at contributing to the "The Commission cares about my well-being" – objective. This objective forms an integral part of the DG HR's staff survey. DG EAC wishes to improve its place in the ranking in particular on its staff's wellbeing in the 2018 staff survey. The "1st EAC Health Week" was a contribution towards achieving this goal. Altogether 334 colleagues participated in the 18 activities offered during that Week.

2. Priority actions for 2018

Female representation in middle management target: DG EAC will work towards reaching 40% in 2018. In 2017, bilateral meeting with each directorate took place to identify female talents within the DG, as well as discussions with DG HR on the related corporate and local strategy. Several other actions are planned for 2018:

- 2 sessions of targeted coaching with external consultant for some promising female talents to boost their confidence and their unlock potential
- 2 informal workshops, animated by 2 female directors to explain and share experiences before becoming head of unit
- Video message from our Director General to encourage the participation of female colleagues in related activities, organized by the HR Corporate and by EAC local level.

Staff engagement target: The focus will be on knowledge sharing. The implementation of the new knowledge management strategy will continue in 2018. 7 conferences targeting the different type of population and as many individual coaching sessions as needed will be organised with a view to reaching a coverage of 90% of EAC colleagues being aware of knowledge management. Such a strategy will lead to a better understanding of the various tools at our disposal so to be able to properly achieve our objectives more efficiently. Mutual communication will regularly inform staff on corporate HR activities.

Wellbeing target: The target is to improve the health and wellbeing of DG EAC's staff and to consequently improve DG EAC's placement in the staff survey ranking in 2018 in particular on this aspect. While DG EAC is striving to attain all six objectives of DG HR's fit@work Strategy, the focus in 2018 will be in particular on promotion of physical activity and on social integration. The following measures will be taken:

- To encourage colleagues to regularly engage in physical activities, a video on DG EAC's Intracomm site will promote the wellbeing courses offered at DG EAC.
- To make newcomers feel well integrated, 3 interactive newcomers' welcome sessions will be organised in 2018.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.		
Main outputs in 2018:		
Output	Indicator	Target for 2018
First appointments of female middle managers	Number of first female middle manager appointments	2
Implementation of the knowledge management strategy of DG EAC	Number of targeted working groups on content reorganisation	7
Dedicated video encouraging physical activity	Self-reported measures on wellbeing in 2018 staff survey	Improved score on "Commission cares about my wellbeing" question in staff survey 2018
Organisation of 3 interactive newcomers' welcome sessions		

B. Financial Management: Internal control and Risk management

DG moves into the fifth year of implementing the 2014-2020 programmes and the programmes have now reached their cruising speed in terms of implementation. Close cooperation within the DG and with Executive and National Agencies (NAs) will contribute to maintain the optimal management of appropriations and keep the levels of implementation close to 100% execution as experienced from the start of the programmes.

The level of payments voted in 2018 should correspond with the needs identified to cover legal obligations under general objectives 1-A and 1-B.

Other specific challenges include examining the initial results related to simplified forms of grants and to continue improving the timely submission of the yearly reports by the National agencies and Independent audit bodies.

Lastly, DG EAC will implement the revised internal control framework, which the Commission Communication has adopted in the beginning of 2017.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.		
Main outputs in 2018:		
Output	Indicator	Target for 2018
Annual Activity Report (2014 baseline: no reservation by DG EAC)	Multiannual residual error rates respectively for indirect management through NAs, direct management through EACEA and REA, and direct management by the DG	≤ 2%
Audit and supervision	Completion of ex post audit and supervisory visit plan	100%

Objective 2: Effective and reliable internal control system in line with sound financial management.		
Main outputs in 2018:		
Output	Indicator	Target for 2018
Monthly report to DSC in the Dashboard and Budget Execution Report - (2014 baseline - December: 100% and 99% respectively)	Budget implementation: commitments and payments by the DG	Max difference of 7 percentage points between execution and forecast
Monthly report to DSC in the Dashboard (2014 baseline - December: 18 days)	Average payment time in days since start of the year	Max 25 days
Reported bi-annually to DSC (baseline available as of 2016)	Time for DG EAC to inform and time to award grants following calls for proposals	Max 6 months between call deadline and communication of award decision to applicants. Max 3 months between award decision and legal commitment

Annual Activity Report (2014 baseline in a range of 1.02% to 4.85%)	Cost of controls as a percentage of budget managed overall compared to likely estimate of benefits (potential error rate which would result if the controls were not in place)	Benefits continue to outweigh costs
IAS/ECA: 0 (2014 baseline : 0)	N° of critical recommendations received from Internal Audit Service (IAS)/ European Court of Auditors (ECA)	0
Bi-annual report to DSC through Dashboard, among other indicators (2014 baseline: 1 critical)	N° of National Agencies (NA)/Independent Audit body (IAB)/National Authorities (NAU) with at least one critical/very important observation made by DG EAC in each control area	Max target for critical / very important observations addressed to the NAU: 3 Max target for critical / very important observations addressed to the NA: 6
Steering Committee Opinion Reports (2013 baseline: 0)	N° of negative opinions given by Steering Committees to Executive Agency proposals	0
Annual assessment report of the internal control functioning in DG EAC	All internal control principles are present and functioning	Overall assessment of the internal control system in DG EAC is positive. Internal control components are operating together in an integrated manner.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2018:

Output	Indicator	Target for 2018
European Antifraud Office (OLAF) (2014 baseline : 4)	Number of new potential fraud cases notified to or raised by OLAF during calendar year	No quantitative target, but monitoring of medium/long term trends and possible reasons thereof
OLAF (2014 baseline : 0 €)	Financial prejudice to the EU budget resulting from fraud as established in final OLAF case reports received during calendar year	No quantitative target, but monitoring of medium/long term trends and possible reasons thereof
Anti-fraud strategy (updated November 2017)	Completion of Action Plan	100%

C. Better Regulation

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the headings "All new initiatives and REFIT initiatives from the Commission Work Programme" and "other important items".

In the framework of the organisation of the Juncker Commission, the objective of this activity is to ensure that a coordinated and combined effort among all entities concerned in the Commission facilitates synergies between policies and programmes, and collaboration between all DGs involved.

In the field of strategic planning and programming and in liaison with Central services, the focus will remain on ensuring an effective and efficient implementation of Commission commitments on performance reporting, in order to be in a position to demonstrate the performance and impact of spending programmes in the Annual Activity Report and in the wider context of the *EU budget focused on results* initiative.

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently

DG EAC's Specific Objective: To determine the general strategy of DG EAC and give necessary impulse, direction, and coordination to ensure that all policies and measures undertaken by the DG pursue its overall mission and contribute strongly to Commission-level priorities.

Main outputs in 2018:

Output	Indicator	Target for 2018
Reported regularly to Directors' Board (DB) (2014 baseline – no CWP item planned)	Timely adoption of the items of the Commission Work Programme with DG EAC as lead service	All items to be adopted on time as planned by the Commission

In 2018, the DG will launch one new evaluation. The work will continue on the ongoing five evaluations and thirteen recently finished evaluations will be followed-up. The results of evaluations, studies and projects developed under DG EAC's programmes will continue to be valorised as sources of evidence for future policy making.

In addition, in 2018 the DG will launch three new impact assessments, to support the adoption of the legislative proposals for the successor programmes of Erasmus+, Creative Europe and the Strategic Innovation Agenda of EIT.

Objective (mandatory): Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

DG EAC's Specific Objective: To support the decision-making process on new initiatives and better implementation of existing policies and programmes by regular evaluation, including impact assessment, and by consultation of stakeholders so that demonstration of added value of EU action is based on solid evidence and lessons learnt

Main outputs in 2018:

Output	Indicator	Target for 2018
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 8)	Number of evaluations active in current year, in delay by more than 1 month	Max.1
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 0 out of 0)	Number of impact assessments active in current year, in delay by more than 1 month	Max.1
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 10)	Number of evaluations in follow-up phase, in delay by more than 1 month	Max.1

D. Information management aspects

In 2018 the focus will be on the following actions:

In order to reduce time and resources, the Document Management team will continue promoting a) the use of the e-signatory (see indicator I) to validate documents, 2) the use of only electronic documents and workflows whenever possible and c) the use of Areslook to facilitate the registration and filing of emails. In practice, there will be individual and collective training sessions and a close monitoring of the indicators to target actions towards specific units and directorates.

Secondly, efforts will be focused on improving the quality of files (metadata, content and closure) by increasing training sessions for members of the EAC e-Domec network and by exploring other approaches for the creation and management of files. The number of open files that have not received any document in the last year indicates the level of control of their files of every unit (see indicator II).

In line with the Knowledge management strategy of the Commission (see also: Human resources management - Staff engagement target), information should be shared more widely across the Commission while reinforcing restrictions on sensitive information. DG EAC is working on increasing the number of official files shared with the rest of the Commission (see Indicator III). An action has been launched at the end of 2017 to analyse which open files of each unit can be shared across the Institution.

Last but not least, DG EAC is owner of several IT systems that automatically register and file documents in Ares and create files in NomCom via HRS (HAN Repository Services). Most of these tools manage documents and files linked to the Erasmus+ programme and the relationships with the national agencies. In 2018, the DMO will continue working along with the IT unit (R.4) to bring these systems into better alignment with the e-Domec rules.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2018:		
Output	Indicator	Target for 2018
Monthly report to DSC in the Dashboard (2017 baseline - September: 91% of total, ranging from 77% to 100% in each directorate)	Percentage of documents with e-signatory	Min 85% of total documents (and in each of the directorates)
Monthly report sent by the DMO to units (2017 baseline - September: 0,8%)	Percentage of open files manually created shared at Commission level	Min. 5% of open files manually created shared at Commission level
Monthly report to DSC in the Dashboard (2017 baseline - September: 31%)	Percentage of open files without use in the last 12 months	Max 15% of the files created 12 months before

E. External communication activities

In the context of the 10 political priorities of the Juncker Commission, DG EAC's communication, dissemination and exploitation activities concerning Education, Training, Youth, Sport, and Culture policies as well as the Erasmus+ and Creative Europe programmes and the Marie Skłodowska Curie Actions (MSCA) will continue to contribute to Priority 1 "A new boost for jobs, growth and investment". More specifically, DG EAC contributes directly to economic competitiveness and improved social inclusion.

Important communication actions will focus on the **European Solidarity Corps**, as well as the on the celebration of the **European Year of Cultural Heritage**. DG EAC will also support the Corporate Communication campaign "**EU that Empowers**" (a more detailed list with the main DG EAC communication activities planned for 2018 is provided below).

Dissemination and exploitation of results: DG EAC's Strategy for the Dissemination and Exploitation of Programme Results of April 2015 aims to select good practice examples and success stories for the Erasmus+ and Creative Europe programmes and to make the results available online through the respective Projects Results Platforms ("VALOR"). Since July 2015, some 6400 good practice examples and 450 success stories have been selected and flagged as such in DG EAC's Project Results Platforms. Many of these are also visible on DG BUDG's application "EU Budget for Results". 180 factsheets and 20 videos have been produced on the basis of the selected success stories, while an additional 35 factsheets and 10 videos will follow in 2018, to be used on websites, social media and other events to enhance awareness of the Erasmus+ and Creative Europe programmes. The strategy will be reviewed in 2018 taking into account the results of its evaluation carried out in 2017 and the integration of the European Solidarity Corps.

Websites: DG EAC's digital presence is its first point of contact with millions of citizens, beneficiaries and stakeholders. DG EAC websites help implement EU programmes through tools like the Erasmus+ Programme Guide and lead the promotion of the DG's campaigns and events. A key new platform next year will be the European Year of Cultural Heritage website, which will act as a stakeholder hub for the yearlong initiative.

DG EAC will develop and enhance its 10 websites and digital presence to serve stakeholders and the public, improving their content and adding new functionalities to meet their needs, as continuously monitored through a user feedback system. Interactive event pages, campaigns and news items will be used to target a broad audience and making digital publications accessible, and user friendliness will be another focus. Online newsletters (for DG EAC, Erasmus+ and the European Year of Cultural Heritage) will drive traffic and engage our audiences. Another priority will be the participation in the Commission-wide Digital Transformation project.

Social media: DG EAC uses this important tool to interact with a young, engaged audience and to generate interest in events, programmes and policies. The combined audience of the DG's social media accounts is more than 800,000 people, with Erasmus+ being the biggest DG-specific Facebook page in the Commission (nearly 400,000 followers). Live tweets at events and conferences, Twitter walls,

infographics, Facebook or Twitter campaigns and the promotion of thematic days are planned for programme and policy related events and Communication opportunities of DG EAC.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.		
Main outputs in 2018:		
Output	Indicator	Target for 2018
European Solidarity Corps Campaign period: January-December 2018	<ul style="list-style-type: none"> Number of volunteers registered in the European Youth Portal registration tool 	<ul style="list-style-type: none"> Minimum 25 000 persons registered
European Year of Cultural Heritage	<ul style="list-style-type: none"> Number of events in participating countries Number of participants (estimate) in events Reach of DG EAC's social media messages Number of unique visitors to DG EAC EYCH website Number of persons aware of EYCH / key messages 	
European Week of Sport 2018 Campaign period: September 2018: 23 Sept. EC Official Opening event; Additional high level Flagship event; numerous national events during the week;	<ul style="list-style-type: none"> Number of events in participating countries Number of active participants in participating countries Reach of DG EAC's social media messages Number of unique visitors to DG EAC websites 	<ul style="list-style-type: none"> 16 000 events taking place in participating countries 10 million 5 % increase compared to 2017 5 % increase compared to 2017
Erasmus+ and Creative Europe, project promotion Period: January-December 2018 Project Selection Committees meeting all year; project promotion in policy and programme related stakeholder meetings;	<ul style="list-style-type: none"> Number of selected good practice examples and success stories Number of unique visitors on Project Results Platforms for Erasmus+ and Creative Europe 	<ul style="list-style-type: none"> 900 good practise examples and 50 success stories 5 % increase compared to 2017
MSCA Information Campaign in selected Widening Countries	<ul style="list-style-type: none"> Number of visitors to events in targeted countries Media impact in national newspapers Reach of DG EAC's social media messages Number of visitors to MSCA websites 	<ul style="list-style-type: none"> 2000 attendees in specific MSCA events organised in targeted countries 10 articles in national newspapers 10 % increase compared to 2017 Increase of 5% of visitors of the MSCA website
24-26 Sept. 2018: Science is wonderful – European Researchers' Night event in Brussels: Showcase of MSCA funded projects;	<ul style="list-style-type: none"> Number of selected good practice examples and success stories Number of visitors Number of researchers and MSCA researchers involved 	<ul style="list-style-type: none"> 25 % increase compared to 2017 4000 people to attend 65 MSCA researchers directly involved
28 Sept. 2018: European Researchers' Night events across Europe and beyond	<ul style="list-style-type: none"> Number of selected good practice examples and success stories Number of events Number of visitors Number of researchers and MSCA researchers involved 	<ul style="list-style-type: none"> 50 events around Europe and beyond (in 35 countries) Over 1 million visitors Over 500 MSCA researchers within in a total of 20 000 Number of people made aware: over 43 millions

F. Example of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

Efforts in 2018 will be pursued to preserve efficiency in the delivery of the different policies and programmes, in coordination with the designated executive agencies, and when applicable in coordination with other DGs who jointly manage instruments contributing to the same objectives or areas, such as DG for Employment and Social Affairs as regards the Erasmus+ programme, and DG for Communication Networks, Content and Technology, as regards the Creative Europe programme and with the DG for Research and Innovation as regards Horizon 2020.

As in previous years, DG EAC will in 2018 invest further in dedicated IT tools (eForms, EPlusLink, Mobility Tool, Lifecard) for supporting EAC decentralised actions via National Agencies. Specific effort will focus on adapting the existing Erasmus + IT tools to cater for the future European Solidarity Corps programme. In this context, the introduction of web forms in combination with the future organisation registration processes will ease the submission of applications to the different key actions and calls. Continuous efforts will focus on reinforcing the monitoring and reporting (Management Reporting, BO reports & Qlikview dashboards) to ensure more effectiveness, efficiency and better compliance regarding the grants managed by the National Agencies. Several improvements are also foreseen for the European Solidarity Corps/Youth Portal and the dissemination of project results (VALOR) to support the future European Solidarity Corps programme. Adaptations and new developments will provide better grounds to define the new IT Tools strategy for the next generation of programmes and to facilitate the creation of new programme actions and policy initiatives.