



# Annual work programme 2022

EUROPEAN EDUCATION AND CULTURE  
EXECUTIVE AGENCY - EACEA

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## **FOREWORD. Message from the Director**

The year of 2022 is the second year of the 2021-2027 multiannual financial framework and I am proud to say that, based on the commitment of our staff and organisation to overcome the drawbacks of the pandemic and delays experienced in 2021 to kick-off the programmes, EACEA will once again be key to implementing some of the most iconic programmes of the European Commission.

Erasmus+, Creative Europe, the Citizens, Equality, Rights and Values programme and the European Solidarity Corps are at the heart of the most important European policies and their value has only grown during the COVID-19 pandemic. They demonstrate their enormous support to the resilience of education and training systems across Europe, the well-being of young people, the safe resumption of cultural activities, the sustainable recovery of the hard hit cultural and creative sectors, and not to forget the athletes and sport amateurs with the cancellation of events and the closing of sporting facilities, bringing numerous small organisations to the brink of disappearance.

While our portfolio has remained stable, our ambitions have grown. Many new actions have been delegated to EACEA. Our programming budget has increased, allowing us to fund more projects that will enrich the lives of Europe's citizens. We are thus tackling the 2021-2027 MFF equipped with more funding and more staff, ultimately for the benefit of European projects.

As usual, our main objective this year will be to assist our parent DGs (EAC, CNECT, JUST, INTPA, NEAR, EMPL) in reaching their policy objectives, this whilst the first projects are being kicked off, further calls launched and evaluations on-going. In addition, at EACEA we are fully managing the legacy of our previous programmes, with more than 6000 open projects, and are taking on a number of Pilot Projects and Preparatory Actions (PPPA) from our parent DGs, notably this year in the fields of sport and cultural heritage.

We have also invested heavily in streamlining our operational processes and types of financing. This, together with EACEA's adoption of the eGrants system, will standardise the processes, bringing them in line with the corporate approach and to have a single-entry portal for all the calls for the benefit of EU citizens.

Finally, when reading this document, the reader will quickly notice that the 2022 Work Programme is very ambitious and sets huge tasks for our Agency. However, I am confident that our very committed and professional staff will continue to deliver excellent results and make 2022 another successful year for our partners and beneficiaries.

Roberto CARLINI

EACEA Director

## PART 1. Mission statement

The Delegation Act for the new European Education and Culture Executive Agency (EACEA), which is currently under revision, entered into force on 1 April 2021 and EACEA received a new 7-year mandate to continue supporting projects across Europe for the 2021-2027 funding period.

EACEA mission is to support the parent Directorates-General in implementing European projects that connect people and cultures, reach out to the world and make a difference, working together in education, audio-visual and culture, citizenship and solidarity. The Agency fosters innovation through the exchange of knowledge, ideas and skills in a spirit of cross-border cooperation and mutual respect.

To this end, EACEA supports its six parent Directorates-General, DGs EAC, CNECT, JUST, INTPA, NEAR, and EMPL, in achieving the specific political priorities of the Commission<sup>1</sup> and the strategic objectives defined in their Strategic Plans 2020-2024 ([SP 2020-2024](#)) by managing the implementation of the programmes that have been delegated to it.

In particular, EACEA contributes to the Commission priorities 2020-2024, namely **“A Europe fit for digital age”**, **“Promoting our European way of life”**, as well as **“A new push for European democracy”**. Furthermore Erasmus+, Creative Europe, and the European Solidarity Corps play also a key role in contributing to environmental sustainability and climate goals of the Commission objective **“European Green Deal”**, as cross cutting issues. They are also promoting and strengthening international cooperation in the fields of education, training, youth, sport, and culture; hence contributing to the Commission objective **“A stronger Europe in the world”**.

In 2022 EACEA will continue to manage Erasmus+, Creative Europe, the Citizens, Equality, Rights and Values programme and the European Solidarity Corps in conformity with the Commission Implementing Decision<sup>2</sup> and Delegation Act<sup>3</sup>. Notably, EACEA will prepare and manage the different stages of the project lifecycle, from publication of calls for proposals and calls for tenders, promotion, evaluation of the received applications, signing of grant agreements and contracts, to the monitoring of the projects/service contracts and their successful closure, including budget implementation and analysis and dissemination of the results and the necessary feedback to policy. The Agency will also continue to manage the legacy of its previous delegated programmes.<sup>4</sup>

EACEA strives to provide excellent programme management and high quality service through transparent and objective procedures, showing Europe at its best.

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<sup>1</sup> COM(2021) 645 of 19 October 2021

<sup>2</sup> (EU)/2021/173 repealing Implementing Decision 2013/776/EU

<sup>3</sup> C(2021) 951, currently under revision

<sup>4</sup> C(2021) 951, see Article 4 (among others: Creative Europe; Erasmus+; European Solidarity Corps; Europe for Citizens; EU Aid Volunteers). For the legacy of external cooperation instruments (2014-20), tasks are set out in Annex 2.5 and 2.6. For the legacy of programmes 2007-13, tasks are set out in Annex 3

Strong values are at the centre of ONE EACEA: commitment, integrity, objectivity, respect for others, and transparency.

## PART 2. Key performance indicators

EACEA has selected the following four key performance indicators (KPIs) to measure the effectiveness of the implementation of its delegated tasks. The selected KPIs reflect the ability of the Agency to accomplish its mandated tasks and to contribute to the objectives set by its parent DGs.

Key performance indicators	Baseline (2021)	Milestone	Target
Time-to-Grant	88.2%	N/A	100% within 9 months
Time-to-Pay	97%	N/A	>96% of payments on time <sup>5</sup>
Budget execution <sup>6</sup>	100%	N/A	100%
Estimated risk at closure	1.2%	N/A	<2% of relevant expenditure

The high quality of programme implementation is measured by the full execution of the delegated yearly budget and the number of grant agreements (GAs) and payments made without causing delay for EACEA's beneficiaries. In addition, the low estimated risk at closure affirms the robust controls applied throughout all phases of the project implementation, and in particular during the final payment stage.

EACEA monitors the progress of its key performance indicators in an aggregate and systematic manner. This allows the Agency to take timely mitigation measures in case of deviations from the planned targets and to ensure excellence in the technical and financial management of its delegated programmes.

To complete the picture, the Agency has also identified one key policy-oriented indicator for Erasmus+:

Key performance indicators	Baseline (2020)	Milestone (2022)	Target (2024)
Number of Higher Education Institutions taking part in the European University alliances	284	310	To Increase

<sup>5</sup> In value, amount paid on time for operational budget (BGUE).

<sup>6</sup> Commitment appropriations – operational budget.

## **PART 3. Delivering on the Commission’s priorities: main outputs for 2022**

In 2022, the Agency will continue to implement four programmes under the 2021-2027 multiannual financial framework (MFF): Erasmus+, Creative Europe, the Citizens, Equality, Rights and Values programme, and the European Solidarity Corps. Some Erasmus+ actions (e.g. all Capacity building actions) receive additional funding by the EU external actions instruments: Neighbourhood, Development and International Cooperation Instrument (NDICI) and the Instrument of Pre-accession assistance III (IPA III).

Despite the challenges of the first year of implementation, due to the very late adoption of the new Delegation Act and of the different legal basis/work programmes, the Agency successfully launched the majority of the calls, while some were launched by the parent DGs<sup>7</sup>.

With the agreement from EACEA’s director, the parent DGs entrust the Agency with the management of new actions and a number of Pilot Projects and Preparatory Actions (PPPA), in the fields of sport and cultural heritage.

The Agency will also continue monitoring its legacy activities with more than 6 000 projects still open from the previous generation of programmes. Annual monitoring plans tailored to address the specificities of each action and based on the risk assessments of individual projects will be devised and implemented.

The Agency will also continue adapting its Work Programme to the ‘new normal’ resulting from the COVID-19 outbreak, while dealing with the flexibility measures offered to beneficiaries during the complex circumstances in the implementation of projects funded through the Agency’s programmes, within the limits of the applicable legal framework. Together with the parent DGs, EACEA is providing maximum flexibility for all actions.

Finally, the Agency will continue its ongoing work with the parent DGs on policy feedback. A new dynamic reporting tool has started to be developed in close collaboration with DG EAC last year and will be further elaborated during 2022.

### **A. Erasmus+**

Erasmus+ is the EU's flagship programme to support and strengthen education, training, youth and sport in Europe.<sup>8</sup> The programme provides opportunities to study, train, volunteer and participate in civil society activities in Europe and beyond. It also supports cooperation,

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<sup>7</sup>The parent DGs launched certain calls directly which have been all transferred to the Agency at the evaluation stage.

<sup>8</sup> [Regulation \(EU\) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: the Union programme for education and training, youth and sport and repealing Regulation \(EU\) No 1288/2013. \(OJ L189 of 28.5.2021, p.1\)](#)

allowing key players in education, training, youth and sport to develop innovative teaching, training and learning methods; modernise curricula and develop common tools and activities as well as make better use of new technologies and promote sport and healthy lifestyles.

EACEA will implement activities under the following Erasmus+ Key Actions:

- Key Action 1: Learning Mobility
- Key Action 2: Cooperation among organisations and institutions
- Key Action 3: Support to policy development and cooperation

For the delegated Erasmus+ actions, the Agency will continue organising a variety of information events and activities aiming to promote the calls and to provide potential applicants with guidance and assistance. EACEA's Erasmus+ communication activities will be aligned with the Erasmus+ communication strategy. For information and promotion activities in EU Member States and third countries, the Agency will also cooperate with the Erasmus+ National Agencies, National Erasmus Offices and National Erasmus Focal points.

In 2022, the Agency will implement several newly delegated actions such as Capacity Building in the field of Vocational Education and Training and Sport, the Graduate Tracking Initiative, the European Student Card Initiative, the Rationalisation of Higher Education Monitoring Tools, School Education, VET, Adult Education tools (Erasmus Without Paper), two European policy networks (one on teachers and school leaders; and another one in the field of education of children and young people with a migrant background), as well as the implementation of support services for the International Student and Alumni Networks Erasmus+<sup>9</sup>.

The 2022 calls for proposals will also support projects related to the 2022 European Year of Youth.

The Agency will support DG EAC in promoting the project results using the Erasmus+ Project Results Platform and assist in the implementation of its new strategy for dissemination and exploitation of programme results.

EACEA will continue to report on the implementation progress of projects and activities by means of action-specific synthesis reports, reports on activities in specific countries and/or regions, fact sheets (country/region/project-specific) and operational and financial statistical data.

The Agency will work closely with DG EAC on the implementation of the support service of the Digital Education Hub. It will further support DG EAC on the possible future

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<sup>9</sup> This includes ESAA (the Erasmus Student and Alumni Alliance, the umbrella association covering Erasmus Mundus Students and Alumni Association (EMA), Erasmus Student Network (ESN), garagErasmus (gE) and the OCEANS Network) as well as two regional associations: the Western Balkans Alumni Association – WBAA, and the African Students and Alumni Forum – ASAF.



development of a European Exchange Platform including the development of a tender and related terms of reference.

By implementing the actions described in the 2022 Work Programme for Erasmus+,<sup>10</sup> the Agency will primarily contribute to the achievement of the general objective **Promoting our European way of life (G.O - 5)** as indicated in the Strategic Plan of DG EAC,<sup>11</sup> with an indicative budget of EUR 1 billion. This amount includes also the contributions from the EU external actions instruments “Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI-GE)”<sup>12</sup> and from “Instrument of Pre-accession III (IPA III)”.<sup>13</sup> The actions financed by these instruments are covered by the single Multiannual Indicative Programme (MIP) for the external dimension of the Erasmus+ programme for the period 2021-2027 and they will contribute as well to the general objective **“A stronger Europe in the World”**.<sup>14</sup>

In 2022, the Agency will deliver [outputs](#) under the following specific objectives:

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

The **European Universities** initiative will contribute to the above objective by making the European Education Area a reality by 2025. Thanks to the 41 European Universities that have already been established following the 2019 and 2020 calls for proposals, more than 280 higher education institutions across the EU will have the opportunity to develop long-term structural and sustainable cooperation. The 2022 call will aim to support both alliances with already existing deep institutional transnational cooperation and also new alliances that wish to establish such an ambitious approach. The Agency will closely follow the implementation of all the alliances in a joint and continuous monitoring framework established with DG EAC.

The **Erasmus Teachers’ Academies** action will continue to enhance the European and international dimension of teacher education through innovative and practical collaboration with teacher educators in other European countries. The objective is to create European partnerships of teacher education and training providers that will develop a European and international outlook in teacher education. These Academies will embrace multilingualism

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<sup>10</sup> Commission Decision C(2021) 7862 of 8 November 2021 as amended by C(2022) 1319 of 7 March 2022

<sup>11</sup> Specific Objectives are also mentioned in the Erasmus+ Work Programme.

<sup>12</sup> [Regulation \(EU\) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU and repealing Regulation \(EU\) 2017/1601 and Council Regulation \(EC, Euratom\) No 480/2009 \(Text with EEA relevance\) \(OJ L209 of 14.6.2021, p.1\)](#)

<sup>13</sup> [Regulation \(EU\) 2021/1529 of the European Parliament and of the Council of 15 September 2021 establishing the Instrument for Pre-Accession assistance \(IPA III\) \(OJ L330 of 20.9.2021, p.1\)](#)

<sup>14</sup> Commission Decision C(2021) 6189 of 27 August 2021

and cultural diversity, develop teacher education in line with the EU's priorities in education policy, and contribute to the objectives of the European Education Area.

The **Erasmus Virtual Exchanges in Higher Education and Youth** action will seek to exploit the huge untapped potential of EU cooperation across the world in order to build a positive image of Europe and spread its messages and fundamental values. The action will encourage online people-to-people activities that promote intercultural dialogue and soft skills development.

The **eTwinning** platform will continue to serve its community of teachers, school staff, and students. The eTwinning annual conference is scheduled for October 2022. The School Education Gateway will serve school education stakeholders. In 2022, eTwinning and the School Education Gateway will be integrated into a single platform - the **European School Education Platform (ESEP)** - to ensure continuity and provide improved usability and functionalities (including use of the EU Academy platform). The **Electronic Platform for Adult Learning in Europe (EPALE)** will continue to serve the community of adult learning practitioners in Europe. The platform will offer new features, such as an online course catalogue for onsite courses. The annual EPALE community conference is scheduled for October 2022.

Up to June 2022 the Online Linguistic Support will continue to offer online assessment and training for mobility participants. As of July 2022, it will be replaced by the newly revamped **Online Language Support**, which aims at offering high quality language learning content and support for the future Erasmus+ programme participants via the EU Academy platform. Main features will include a full range of online language learning activities; additional vocation-specific learning materials for VET learners; assisted/blended learning tools to enable teachers and youth workers to assist their learners; and a social networking feature to allow participants to safely engage with each other in order to improve their language skills. Basic language learning materials will also be accessible to the general public to encourage them to learn new languages.

**Jean Monnet** actions will cover additional, newly introduced fields of education and training such as schools and vocational education and training, and will support Teacher Training activities. The new Jean Monnet action for schools, known as **Learning EU initiatives**, will support schools and vocational education and training institutions, enabling them to provide specific content on EU-based subjects. The Jean Monnet actions will also support policy debate activities through large thematic networks for Higher Education Institutions and networks for schools and vocational education and training.

**Erasmus Mundus** will introduce a new support structure, aiming at establishing a platform for Erasmus Mundus stakeholders that will be set up in order to organize various activities to provide a framework for the exchange of experiences, knowledge and good practices. EACEA will be responsible for managing the relevant call for tenders.

**Centres of Vocational Excellence (CoVE)** support the professional development of high-quality skilled workers and serve as catalysts for local innovation and business investment.

This initiative helps to provide high-quality vocational skills, thereby empowering young people to land their first job, and better prepares, both young workers and adults, for the future world of work. With an increased budget for 2022, the call aspires to explore the full potential of Vocational Education and Training (VET) institutions to play a proactive role in supporting growth and innovation. The Centres will involve countries with well-developed vocational excellence systems, as well as those in the process of developing similar approaches, contributing to regional development and smart specialisation strategies, as well as to international collaborative platforms.

### **Partnerships for Innovation**

The new features in 2022 include a call for **Forward-Looking Projects** that aim to identify, develop, test and assess innovative policy approaches and ideas based around key European priorities, that could potentially be mainstreamed, thus improving education and training systems. Three lots will cover six priorities: Cross-sectoral priorities (inclusive digital education and adaptation of education and training systems for the green transition); Vocational Education and Training (Pact for skills, structures and mechanisms for applied research in VET, Green skills in Vocational Education and Training) and Adult education (New opportunities for adults' upskilling pathways).

The **Alliances** aim to boost innovation through cooperation and the flow of knowledge between higher education, vocational education and training, and the broader socio-economic environment, including research. The focus will be on cooperation between Education and Enterprises (Lot 1) and support to sectoral cooperation on skills with the implementation of the 'Blueprint' (Lot 2). Alliances for Innovation are expected to target societal and economic challenges, both in education and employment, and take into account key areas such as innovation challenges, closing skills gaps, climate change, green economy, demography, digitalisation and artificial intelligence. Benefits can also be drawn from cooperation with labour market actors and other stakeholders relevant for education and training. The Alliances for Innovation will focus on the skill needs of young learners and people of working age and accelerate the modernisation of Higher Education and VET.

The new **Capacity Building in Higher Education** action will complement the EU's policy dialogue with third countries and shape and adapt to recent trends, in particular economic globalisation, but also the recent decline in human development, fragility, and rising social, economic and environmental inequalities exacerbated by the COVID-19 crisis. The Action has adopted several new features to better adapt to the five overarching priorities of the Commission.<sup>15</sup>

The promotion and implementation of the Erasmus+ programme in Sub-Saharan Africa, Asia, the Middle East and the Pacific, Latin America and the Caribbean will be supported by newly created network of **Erasmus+ National Focal Points (ENFPs)** in the 2022-2027 period. ENFPs are national structures established and financially supported by National

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<sup>15</sup> [The European Commission's priorities | European Commission \(europa.eu\)](#)

Authorities. The Agency will publish a call for tenders for technical support to the network of ENFPs.

The existing network of **National Erasmus+ Offices (NEOs)** in the Western Balkans, Neighbourhood regions (East and South) Russian Federation and Central Asia will continue in the 2022-2027 period. The designation process took place in 2021, so that the majority of NEOs can continue their activities as of 1 January 2022. The National Erasmus+ Offices assist the Commission, EACEA and the National Authorities in implementing the Erasmus+ programme in those third countries not currently associated with the Erasmus+ programme. They closely follow the policy developments in these third countries in the field of Higher Education (HE) and, where relevant, in Vocational Training and Education (VET), Youth and Sport.

The Agency will also manage the first **Capacity Building call in the field of Vocational Education and Training**. Capacity building projects are international cooperation projects based on multilateral partnerships between organisations active in the field of VET in programme countries and third countries that are not part of the programme. They aim to support the relevance, accessibility and responsiveness of VET institutions and systems in third countries that are not part of the programme as a driver of sustainable socio-economic development.

Cooperation with civil society organisations in the fields of education and training is important for raising awareness about the **European Education Area**<sup>16</sup> and other European sector-specific policy agendas. For this purpose, the **new Civil Society Cooperation call** will provide funding (operating grants) to European non-governmental organisations in education and training (ENGOs) and EU-wide networks in the fields of education and training established in an EU Member State or third country associated to the programme.

In terms of **Policy analysis and policy support**, the task of the Agency is to analyse how education systems are organised in Europe, how they work and how they deliver on the key European policy areas. This work is carried out with the help of the Eurydice network comprising of 40 national units delegated by the competent ministries and based in all 37 countries of the Erasmus+ programme and the specific 2022-2023 Eurydice Work Programme endorsed by the DG EAC Directors' Board. In 2022, the Agency will support DG EAC in reframing the indicators needed to monitor Member States' progress on the European Education Area (EEA) and the Council Resolution on a strategic framework for European cooperation in education and training<sup>17</sup>. Specifically, the Agency will contribute by collecting qualitative structural indicators, which can be further used in DG EAC's flagship publication "Education and Training Monitor".

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<sup>16</sup> [European Education Area \(europa.eu\)](https://europa.eu).

<sup>17</sup> [OJ C 66, 26.2.2021](#)

As part of the EEA implementation the Agency is involved in the **European Education Area Working Groups**. These groups will provide policy support and link programme implementation results with relevant policies. The focus of the groups is on “Early Childhood Education and Care”, “Schools”, “Higher Education”, “Digital Education”, “Equality and Values in Education and Training”, “Vocational Education and Training and the Green Transition” and “Adult Learning”.

Improving recognition of qualifications and learning periods abroad, is a key concept of the European Education Area. In line with the 2018 Council Recommendation on “promoting automatic mutual recognition of higher education and upper secondary education and training qualifications and the outcomes of learning periods abroad” the Agency will launch in 2022 an invitation, in the framework of Support to Policy Reform to submit proposals for further support to the Community network of National Academic Recognition Information Centres (**NARIC**) and exploring expansion of their role in the field of upper secondary education and training. The NARIC network should also play a major role in promoting automatic mutual recognition, stimulating further mobility of learners and staff within the Erasmus+ programme. The Agency is also responsible for the **Bologna Process Implementation Report** (BPIR) which is produced for each ministerial conference on the process. The next edition will be in 2024 and work is now underway on planning its content.

Overall, in 2022 the Agency is expected to deliver the following reports:

i. **Fostering Inclusion and Equity in Higher Education** (February 2022)

This topic is at the heart of policy development (European Strategy for Universities and Bologna Process). The report takes up the “Principles and guidelines to strengthen the social dimension of higher education” in the European Higher Education Area (EHEA) that were adopted during the 2020 EHEA Ministerial Conference, in Rome.

ii. **Mathematics and Science Education in Schools** (June 2022)

This report addresses how education systems and curriculum structures, teaching and learning objectives and practices, as well as available support measures, may contribute to improving the key competences of mathematics and science in school education. The report will focus on tendencies of low achievement in European education systems, based on international student assessment surveys.

iii. **Computer Science Education in schools** (September 2022)

This report builds on and complements Eurydice’s 2019 report on digital education. It provides analysis of how computer science is delivered in the curricula of primary and general secondary education in Europe. It also maps out aspects related to the training of and need for computer science teachers.

Four more reports will start being prepared this year with delivery dates estimated in 2023 and early 2024: in particular Key Data on Teaching Languages (Q1 2023), Mobility

Scoreboard: Higher Education Background Report (Q2 2023), Promoting equity and inclusion in education across Europe (Q3 2023) and Equity in School Education (Q2 2024).

In addition to the above reports, the Agency will continue working with the Eurydice network on annual updates of facts and figures.

The use and importance of the **Eurydice national descriptions of European education systems** has increased in light of the European Education Area and the Council Resolution on Strategic Framework for European Cooperation in Education and Training towards the European Education Area and beyond (2021-2030). The Agency will continue the regular updates of Chapter 14 on 'On-going Reforms and Policy Developments' (two times a year linked to the European Semester calendar).

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

In the **field of Youth**, the Agency contributes to evidence-based policy making by the European Commission and by the Member States. In line with the EU Youth Strategy and the objective of improving knowledge on youth issues in Europe, an action grant is provided to the structures of national correspondents to provide the support needed to create and maintain a Youth Wiki tool on youth policies in Europe. The **Youth Wiki** is Europe's online encyclopaedia of national youth policies and represents a comprehensive database of national structures, policies and actions maintained by national authorities to support young people. It covers the following themes: education and training, employment and entrepreneurship, health and well-being, participation, voluntary activities, social inclusion, youth and the world, creativity and culture, and youth work. The corresponding national descriptions are provided by the Network of National Correspondents, nominated by the national authorities of 33 countries participating in the Erasmus+ programme. In 2022, the Agency will continue the regular updates of national descriptions to ensure that they contain the highest quality, up-to-date information, thus strengthening their role in supporting the European Commission and the Member States. As such, the Agency will support the work of the European Commission to define activities under the initiative of the **European Year of Youth initiative**, as well as to implement the agenda of the incoming EU Presidencies by, among other activities, developing and updating online comparative maps and producing a short comparative analysis of youth rights.

The Agency will continue to implement calls addressing youth and youth policies (e.g. Civil society cooperation call) and to monitor the implementation of youth projects. This will include "Capacity building in the field of youth", "Civil society cooperation projects" and the activities implemented by European non-governmental organisations. Cooperation with civil society organisations in the field of youth is necessary for raising awareness about the EU Youth Strategy and the European Year of Youth.

For the first time the Agency will be co-responsible for the **DiscoverEU** programme. Through DiscoverEU, 18-year-olds can apply for a short-term individual or group trip across Europe primarily by rail. The objectives are to give young people the chance to learn about Europe and discover Europe's opportunities for their future education and life choices; encourage connections and intercultural dialogue between young people, finally to strengthen young people's sense of belonging to the EU and inspire youth to embrace sustainable travel in particular, and environmental conscientiousness in general. This action will be used to provide travel passes and related services to selected DiscoverEU participants via an external provider. DG EAC launched the call for tender in 2021 and the Agency will manage the framework contract as of 2022.

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

The structure and aims of the **Sport actions** will continue to focus on strengthening cooperation in the promotion of education in and through sport, physical activities, social inclusion, and the integrity of sport, and mobility action for sport staff.

To help reach the objective, calls for proposals targeting 'Cooperation partnerships', 'Small-scale partnerships' and 'Not-for profit European Sport events' projects will be launched. Designated organisations will be invited to apply for grants in support of national activities for the European Week of Sport.

Implementation of the grassroots sports programmes and infrastructure innovation preparatory action will continue for a second year<sup>18</sup>. These actions will support programmes offering sports in new ways, as well as flexible sports infrastructure which makes it possible to host different kinds of sports in a single location.

In addition, 2022 will see the implementation of several new activities in the field of sport:

- "Capacity Building in the field of Sport" – to support sport activities and policies in Western Balkan countries that are not associated to the programme as a vehicle to promote values and to act as an educational tool to promote the personal and social development of individuals and to build more cohesive communities.
- "#Be Active Awards" – this award is a central element of the European Week of Sport and has been created to support initiatives and individuals dedicated to the promotion of sport and physical activity across Europe. Winners will be showcased in a gala event in autumn 2022.
- "Pilot Project: Sport for People and Planet - a new approach on sustainability through sport in Europe"<sup>19</sup>, will use the sport's potential to make European citizens

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<sup>18</sup> Commission Decision C(2022) 1848 of 30 March 2022

<sup>19</sup> Commission Decision C(2022) 1848 of 30 March 2022

aware of the importance of sustainability and help them to understand how they can contribute to environmental protection.

The organisation of the annual Sport Info Day and the Agency's participation in the EU Sport Forum will be the main event for presenting the new call and activities in the field of sport.

## **B. Creative Europe**

The Creative Europe programme<sup>20</sup> is the multiannual EU programme directly targeting the cultural and creative sectors (CCS). Its objective is to safeguard, promote and develop European cultural and linguistic diversity and heritage. It also aims to increase the competitiveness of Europe's cultural and creative sectors as well as to support independent production and distribution companies in the audio-visual field and a wide range of operators in the cultural field. The current legal basis provides for a number of specific objectives and actions as well as a significantly increased budget compared to the previous programme.

In 2022 EACEA will continue to carry out activities in the following strands:

- Culture
- MEDIA
- Cross-sectoral

The implementation of the programme has been adapted to take into account the new context resulting from COVID-19, with the cultural and creative sectors being amongst the worst hit by the crisis. The overall budget has been frontloaded, and in 2022 the Creative Europe programme will benefit from an overall increase of more than EUR 100 million (33%) compared to 2021.

While launching the planned 2022 calls, the Agency will not only focus on managing the projects selected under the first calls launched in 2021, but due to the late launch of 2021 calls, will continue to carry on some of selections. In parallel, the Agency will contribute to the preparation of the Creative Europe monitoring report for 2021, by providing data on results, success stories, best practices and other relevant statistics.

Communication activities to present the Creative Europe programme and its funding opportunities will continue to be organised by DG CNECT, DG EAC and by the Creative Europe Desks with the support of the Agency. Online meetings will be held as much as possible, taking into account the travel restrictions due to COVID-19. Moreover, the Agency

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<sup>20</sup> [Regulation \(EU\) 2021/818 of the European Parliament and of the Council of 20 May 2021 establishing the Creative Europe programme \(2021-2027\) and repealing Regulation \(EU\) No 1295/2013 \(OJ L189 of 28.5.2021, p.34\)](#)



will participate in the dissemination of information on the programme and in particular on the new actions and on the Preparatory Actions delegated.

The Agency will primarily contribute to the achievement of the following general objectives: **A Europe fit for the Digital Age (G.O 2 / DG CNECT)** and **Promoting our European way of life (G.O 5 / DG EAC)**, as indicated in the Strategic Plans of DG CNECT and DG EAC, by implementing the actions described in the 2022 Work Programme for Creative Europe<sup>21</sup> with an indicative budget of EUR 348.7 million.

The Agency will deliver [outputs](#) under the following specific objectives:

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

### **–Culture strand**

The Culture strand will continue to support cultural and creative operators to allow artistic and cultural cooperation at the European level, the creation of European works and to strengthen their economic potential and social dimension. It will support cultural and creative operators in their efforts to reach audiences in Europe and beyond.

The Agency will manage two annual open calls for recurrent actions European cooperation projects and for circulation of literary works. It will support and monitor multiannual projects contracted in 2021 for platforms, networks and Pan-European Cultural Entities. It will also be responsible for new delegated actions, designed as a continuation of existing initiatives and to be launched as open calls. These include three actions: Music Moves Europe, following-up on the music projects funded under this initiative in 2018-2020, Perform Europe, dedicated to the performing arts, and the European Heritage Label which will enhance the visibility of European heritage sites while providing networking opportunities, cooperation and support.

The Agency has also been entrusted with the management of the pilot project establishing a European Heritage Hub as a follow-up support of the European Year of Cultural Heritage<sup>22</sup>.

The Agency will continue to support and monitor the legacy projects under the calls dedicated to European cooperation, networks, platforms and literary translation from the previous MFF.

While managing these projects, the Agency will continue to identify successful projects and best practices to be highlighted on the Project Results Platform, assist with the implementation of DG EAC's new strategy for dissemination and exploitation of programme results and provide feedback to relevant policies.

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<sup>21</sup> Commission Decision C(2022) 36 of 13 January 2022

<sup>22</sup> Commission Decision C(2022) 1848 of 30 March 2022

*[Specific objective 6: A modern, open and pluralistic society in the digital age where online disinformation is countered and diverse cultural content is available to all Europeans]*

## **– MEDIA strand**

The MEDIA strand aims to encourage cooperation and innovation in the creation and production, promotion and distribution of European audiovisual works. The strand has been strengthened to focus on increasing cooperation at EU level, through support for co-productions, structured networks and partnerships, in order to scale up audiovisual enterprises and to enhance the competitiveness of European audiovisual production and distribution at European and global levels. MEDIA will continue to support high-quality applications that address at least one of these key elements, while taking into account new trends. It will do so by accompanying the growth in cross-border audiences for high-quality TV series and the increasing opportunities for virtual reality experiences, for example.

In 2022, the Agency will continue to implement certain actions of the Creative Europe MEDIA strand in its revamped form, with some of the new actions introduced such as the MEDIA 360 that will be managed for the first time by the Agency. The MEDIA strand is based on four clusters (Content, Business, Audience and Policy) and presents new and/or revised actions, focusing on collaboration aspects and audience reach. The strands simplify and streamline the actions and focus more clearly on targeted activities, in order to increase efficiency in the management of the programme. This objective will be reached by supporting networks, multiannual projects and increased use of cascading grants and multi-beneficiary projects.

In parallel, the MEDIA actions will introduce additional financial incentives for greening in 2022. For almost all schemes, beneficiaries will be required to present greening strategies, air travel will be reduced and greening costs will be funded. In line with the monitoring activities, all projects will also be continuously monitored and followed up to ensure appropriate implementation and to identify success stories for feedback on policy.

## **– Cross-sectoral strand**

The Cross-sectoral strand will promote cross-cutting activities spanning the audiovisual and other cultural and creative sectors. Actions managed by the Agency will include the new actions related to news media in line with the provisions of the new legal basis with the launch of the calls dedicated to Media Literacy as well as Monitoring and Defending media freedom and pluralism.

The Creative Europe Desks will continue to play a major role in providing support and information on the programme by assisting potential applicants, stimulating cross-border cooperation, supporting the Commission and carrying out communication and dissemination activities for funding awarded and results obtained in their respective countries.

The results of the Creative Innovation Lab, which has been adapted to reflect the lessons learned from the 'Bridging cultural and audiovisual content through digital' call, will also be

closely monitored. This action constitutes the programme's main means of support for innovation that can be applied across the sectors of the cultural and creative industries.

### C. Citizens, Equality, Rights and Values

The Citizens, Equality, Rights and Values (CERV) programme<sup>23</sup> promotes EU citizenship and EU common values, and enhances citizens' participation in EU democratic life. The programme brings together the former "Rights, Equality and Citizenship" and "Europe for Citizens" programmes.

According to its mandate, the Agency will implement activities under the following strands:

- Citizens' engagement and participation
- Union Values

Building on the Europe for Citizens programme, the Citizens, Equality, Rights and Values programme provides funding for citizens' engagement, equality for all and the implementation of EU rights and values. The Citizens' engagement and participation strand aims to promote citizens' engagement and participation in the democratic life of the European Union, to promote exchanges between citizens of different Member States, and to raise awareness of common European history. The Agency is also entrusted with the management of the Union Values strand, which will use cascading grants, and with the management of the Programme Contact Points.

The Agency will primarily contribute to the achievement of the general objective: **A new push for European democracy (G.O 6)**, as indicated in the Strategic Plan of DG JUST, by implementing the actions described in the multiannual Work Programme for 2021-2022 for Citizens, Equality, Rights and Values<sup>24</sup> with a substantially increased indicative budget of EUR 120 million (for 2022).

The Agency will deliver [outputs](#) under the following specific objective:

*[Specific objective 3: Improved framework to protect democracy in the European Union]*

The Agency will manage the strands of the programme together with DG JUST. The selection processes for the calls launched in 2021 will be finalised including the call for the Operating grants while fostering and supporting the creation of a healthy and sustainable Civil Society Organisation (CSO) sector at national and local level. EACEA will also continue to work closely with DG JUST when implementing and monitoring the Union Values strand.

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<sup>23</sup> [Regulation \(EU\) 2021/692 of the European Parliament and of the Council of 28 April 2021 establishing the Citizens, Equality, Rights and Values programme and repealing Regulation \(EU\) No 1381/2013 of the European Parliament and of the Council and Council Regulation \(EU\) No 390/2014 \(OJ L156, of 5.5.2021, p.1\)](#)

<sup>24</sup> Commission Decision C(2021) 2583 of 19 April 2021

The Agency will promote the programme and publish all necessary information in coordination with the communication and outreach strategy to be designed with DG JUST. The setting up of the programme's network of National Contact Points ('designated bodies') will be finalised in partnership with the Member States. This will be instrumental for the dissemination of the programme and to ensure that all European citizens have access to it without any form of discrimination on grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The Civil Dialogue will also be a good framework for interactions on programme implementation, including through kick-off meetings.

As regards the **legacy** of the 2014-2020 Europe for Citizens programme, the legacy will focus on successfully monitoring and closing ongoing projects also in light of requests for the extension of the eligibility period due to COVID-19. The results will help the Agency to identify success stories for dissemination purposes and policy feedback while feeding the *ex post* evaluation of the programme by Commission services.

#### **D. European Solidarity Corps**

The European Solidarity Corps (ESC)<sup>25</sup> aims to strengthen the engagement of young people and organisations in accessible and high-quality solidarity activities. The Corps is a means to help strengthen cohesion, solidarity and democracy in Europe and abroad and to address societal and humanitarian challenges on the ground, with a particular focus on promoting social inclusion. The European Solidarity Corps builds on the achievements of the European Solidarity Corps programme of 2018-2020 and further consolidates efforts to have one single entry point for young people ready to engage in solidarity.

As of 2022, ESC also covers volunteering activities in support of humanitarian aid operations. It will contribute to needs-based emergency aid based on the fundamental principles of neutrality, humanity, independence and impartiality, and will help to deliver assistance, relief and protection where most needed. It will thus help to address not only unmet societal needs in Europe but also humanitarian challenges in non-EU countries affected by man-made or natural disasters. Humanitarian aid volunteering actions of the European Solidarity Corps will be guided by the European Consensus on Humanitarian Aid.

The Agency will primarily contribute to the achievement of the general objective **Promoting our European way of life (G.O 5)**, as indicated in the Strategic Plan of DG EAC, by implementing the actions described in the 2022 Work Programme for the European Solidarity Corps<sup>26</sup>, with an indicative budget of EUR 20 million.

The Agency will deliver [outputs](#) under the following specific objective.

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<sup>25</sup> [Regulation \(EU\) 2021/888 of the European Parliament and of the Council of 20 May 2021 establishing the European Solidarity Corps programme and repealing Regulations \(EU\) 2018/1475 and \(EU\) No 375/2014 \(OJ L202, 8.6.2021, p.32\)](#)

<sup>26</sup> Commission Decision C(2021) 7860 of 8 November 2021 as amended by C(2022) 1311 of 8 March 2022

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

According to its mandate, the Agency will implement and manage actions and measures, including, where appropriate, actions covering multiple chapters simultaneously in the following fields:

- Volunteering
- Quality and support measures

The Agency will manage three selections in the field of volunteering and quality measures. The 'Quality Label' accreditation process for humanitarian aid organisations was launched in 2021. Organisations can submit their proposals on a continuous basis until 2027. The accreditation with a Quality Label for humanitarian aid is a prerequisite for organisations to apply for Humanitarian Aid Volunteering.

The Corps will, for the first time, include **Volunteering activities in support of humanitarian aid** operations in non-EU countries where humanitarian aid activities and operations take place, thus supporting a stronger Europe in the world. This strand builds on the EU Aid Volunteers Initiative of 2014-2020, which is being phased out.

Another volunteering activity under the Agency's responsibility is the action for **Volunteering Teams in High Priority Areas**. It provides grants for organisations which organise volunteering activities addressing the policy priority of promoting healthy lifestyles or preservation of cultural heritage in 2022.

The calls for tenders for insurance and training for which the service contracts are launched in 2022 aim to offer services for all actions of the European Solidarity Corps (actions implemented under both direct and indirect management).

Insurance will offer adequate cover for young people in volunteering activities. A new contract will be put in place for participants in European Solidarity Corps projects selected in the 2021-2027 programming period, including volunteers in humanitarian aid activities and, if necessary, participants from the previous programming period. The previous contract will be still used to cover some participants in the European Solidarity Corps activities during the transition period.

The General Online Training remains accessible to young people registered in the European Solidarity Corps Portal. Training programmes and online courses are available in 28 languages via the web platform. Current and future trainings for Corps participants will be migrated to the corporate platform EU Academy.

Training for young people registered in the European Solidarity Corps Portal and interested in volunteering in the field of humanitarian aid will be offered online and face-to-face by a

service contract managed by the Agency. Successfully trained young people will be available to be selected as volunteers in humanitarian aid volunteering activities.

Up to June 2022, the Online Linguistic Support service will also cover volunteers participating in the European Solidarity Corps. As of July 2022, it will be replaced by the Online Language Support service.

In addition, the Agency will manage the grant with the European Youth Card Association (EYCA) to provide the **European Youth Card** to all European Solidarity Corps volunteers.

The Agency will run targeted information campaigns for the actions under its responsibility. In cooperation with the Commission, the Agency will devise and carry out annual project monitoring plans based on the risk assessments.

The Agency will also continue to manage the legacy programmes of both EU Aid Volunteers programme and ESC. Significant parts of these programmes were postponed or interrupted between 2020 and 2021 due to the COVID-19 pandemic and it will be essential to follow up with volunteers and organisations to get the programmes back on track to successful completion.

## **PART 4. Modernising the administration: main outputs for 2022**

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

The Agency's reorganisation in 2020 represented a critical step in contributing to a modern, high-performing and sustainable European Commission. In 2021 this trend continued with the integration of the Agency of the corporate system eGrants into the operational processes of the Agency. This integration of eGrants enables harmonisation in grant management processes and reduction of human errors, thanks to the controls embedded in the system. The resulting benefits such as increased compliance, efficiency and effectiveness will mostly become visible in 2022 and afterwards, when the volume of new projects managed in eGrants will become greater than the volume of legacy projects (which are still managed in the old local systems).

On the same line, EACEA actively looks for synergies with the other Executive Agencies; based on activities done in 2021 (e.g. new inter-institutional Framework Contract for Audit Services and EACEA participation in the Internal Control Awareness Week) the Agency will still benefit from efficiency gains and knowledge-sharing in 2022 and beyond.

While recognising policy feedback as a core element of programme implementation common to all Executive Agencies, a space to exchange at an informal, operational level has been created with EAs managing bottom-up programmes. The group led by ERCEA, to which EACEA is associated along with EISMEA and REA, will focus on the respective priorities and capabilities regarding the possibility to exchange on feedback to policy, taking into consideration the respective specificities and obligations as well as the bottom-up nature of the programmes managed.

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

### **A. Human resource management**

The Agency will continue to work closely with the parent DGs in a joint effort to ensure increased female representation in middle management positions<sup>27</sup> to achieve better balance. Currently, the Agency has two Heads of Department and one Head of Unit who are women, representing in total 20%<sup>28</sup> of the global middle management population. 7 out of 11

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<sup>27</sup> [See performance tables in Annex 1 – Part 4](#)

<sup>28</sup> These are 3 out of 15 occupied middle management posts

Deputy Heads of Unit (representing 63%<sup>29</sup>) are also women and at Head of Sector level, women already exceed 50% (17 out of 30). In line with the corporate Diversity and Inclusion Strategy, the Agency has launched a Women Talent Programme together with the other Executive Agencies.

Following the results of the 2021 staff survey, a Staff Survey Development Plan will be designed to respond to its findings. The HR and internal communication teams will continue to work closely together in 2022 to reinforce a culture of two-way communication, openness and transparency. The Agency will also continue to promote recognition and contribute to staff well-being, and will reinforce colleagues' connection with the objectives of the Agency's programmes by supporting knowledge sharing and professional development<sup>30</sup>. By the end of 2021 the competency framework<sup>31</sup> will have been finalised for almost all job profiles. Efforts in 2022 will focus on promoting it and ensuring that it is widely used, together with the related self-assessment tools<sup>32</sup>.

The Agency will continue to support bottom-up activities such as EACEA Empowered which aims to support self-organised groups and facilitate dialogue and exchange with management (e.g. the green EACEA group which contributes to raise awareness on greener ways of working and daily habits).

The Connecting EACEA initiative, which has been in place since 2019, will further increase understanding about the work of the Agency and how it fits into the bigger picture. This initiative offers a series of presentations about the programmes managed by the Agency and the role of the units.

To successfully contribute to delivering on the Commission's objectives, in 2022 the Agency will continue the work started in 2021 to bolster its ranks of both contract and temporary agents. EACEA is expected to grow by more than 100 posts over the next six years. As such, staff selections and recruitment will continue to be key for the Agency's HR in 2022. Further selections will be launched through external procedures and via the job market to facilitate mobility across the Agencies and with the Commission. To on-board newcomers

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<sup>29</sup> The Agency has in total 12 Deputy Head of Unit posts, out of which 11 are occupied. The calculation is based on the posts occupied.

<sup>30</sup> The proposed actions will include:

- information sessions for all staff (Connecting EACEA);
- Women Talent Programme;
- training modules targeting managers (the managerial excellence programme);
- training modules for the upskilling and professionalization of staff e.g. e-grants, personal efficiency);
- peer learning groups for managers (e.g. co-development, peer-coaching);
- actions and training to support mental wellbeing;
- bottom-up staff initiatives (EACEA Empowered).

<sup>31</sup> The competency framework defines key workplace competencies (skills, knowledge and attitudes) and divides them into three proficiency levels (starting, advanced, expert). Its purpose is to enable staff professionalisation and development.

<sup>32</sup>The self-assessment tool is a compendium of all competencies available and is linked to the corresponding learning paths.



successfully, in 2021 the Agency launched a newcomers' on-boarding programme which may be fine-tuned in 2022 in light of feedback received. Finally, to foster knowledge-sharing and boost mobility, an inter-Agency job-shadowing scheme will continue to run.

In 2022, the Agency will finalise its new local HR strategy and start implementing it. The new EACEA HR Strategy will be aligned with the corporate one and with those of the parent DGs, while taking into account the Agency's specific needs.

Following corporate guidance relating to the pandemic, staff are gradually returning to the office while at the same time continuing to work from home. To adapt to the new, evolving way of working, all initiatives and training will continue to be delivered online and increasingly also in hybrid mode, thus consolidating a 'new normal', with different, simultaneous delivery modes, for the same meeting or event. Furthermore, the Agency workspace (e.g. meeting rooms) is adapting accordingly. The Agency is closely following the debate at corporate level on the implications of the 'new normal', in order to act in an agile manner when decisions are taken. To accompany staff in becoming accustomed to the new working environment, EACEA will support the promotion of dedicated training.

## **B. Sound financial management**

In 2022, simplifications and efficiency gains are expected from a number of actions currently in progress, following the revision of procedures for the management of experts and the evaluation review for the 2021-2027 MFF. In grant management, these will include the further enlargement of the share of projects financed via simplified cost methods such as Lumps Sum I and II, which were introduced with success on a large scale in 2021.

In order to monitor the efficient use of resources in 2022, the Agency will maintain its financial management indicators, namely risk at payment, at closure and overall costs of controls. Attention will be paid to three main building elements for those financial management indicators, namely:

- **Error rate:** To be monitored throughout the whole year and reported on, monthly, to management.
- **Corrective capacity:** In 2021 EACEA improved the process of risk-based audit selection by sharpening the focus on high-risk projects and related potential recoveries. The process will be monitored in 2022 to apply lessons learnt. EACEA is also working on the recovery orders due and not paid. A dedicated task force has been created to simplify the current procedures thus gaining time and efficiency. The task force will also update and complete the internal manual for recoveries and related templates and provide more guidance to operational units involved in the process.
- **Cost-effectiveness of controls:** A new EACEA control strategy will be available in 2022 and will consider how to mitigate risks stemming from the 2021-2027 MFF, the evolution of the COVID-19 pandemic and the increasing number of staff at the Agency.

The Agency expects to keep the risk at payment and risk at closure below 2% of the relevant expenditure in 2022 and stabilise the overall cost of controls around the average trend reported by the Agency in the last 3 years.

As usual, in 2022 the Agency will carefully discharge its budgetary duties in full alignment with its mandate. The Agency will prepare the necessary for the Draft Budget in support of the parent DGs' presentations to the pre-hearings and hearings with DG BUDG. EACEA will take care of the preparation and revision of the Budget Implementation Forecast (BIF) and will contribute to the overall transfer. Due to continuing uncertainties relating to the COVID-19 pandemic, in 2022 the budget execution rate will be monitored at high frequency, allowing agile corrective measures where necessary. Particular attention will be paid to new delegated actions under the current MFF, including pilot projects and preparatory actions which could face teething problems during the first years of implementation.

EACEA will continue to provide a detailed monthly financial report including a consolidated dashboard with the main financial indicators (e.g. payment time limits, follow-up of recovery orders, etc.) and operational budget execution tables. Quarterly reporting for the Director and the Steering Committee will present the state of play of the operational and administrative budgets.

### **C. Fraud risk management**

In 2021, the new 2021-2023 Anti-Fraud Strategy was approved, and the following actions were implemented: updated anti-fraud procedure, updated Anti-Fraud intranet page and publication of an anti-fraud leaflet for newcomers.

Building on these achievements, EACEA will direct its efforts in 2022 to staff vigilance and detection of fraud, especially for the many newcomers who joined the Agency since last year. Some actions in this direction are planned:

- i. Fraud awareness actions will continue through different channels such as newsletters on fraud-related subjects, lunchtime conferences, participation in unit meetings, trainings and distribution of the anti-fraud leaflet for newcomers to each newly recruited member of staff;
- ii. Trainings on detection will be organised with OLAF's support and specific tools (IT reports, updated red flags, guidance on simplified grants) will be developed;
- iii. Close cooperation with the operational units, including the financial verification team and the Internal Control Manager, will aid the identification of potential additional risks related to the 2021-2027 programmes or COVID-19 for example.

EACEA will continue to actively participate in and contribute to the anti-fraud networks (FPDNet and FAIR) and to report to OLAF on the implementation of its recommendations and other precautionary and/or corrective measures undertaken (termination, legal proceedings, enforced monitoring, recovery procedures).

## D. Digital transformation and information management

In 2022, the Agency will continue its digital modernisation, thereby contributing to the implementation of the Commission Digital Strategy. In doing so, the Agency will give priority to the use of corporate tools and reusable components, thus achieving a double objective: on the one hand, ensuring that the core principles of the Commission Digital Strategy are respected and on the other hand concentrating its digital competencies in higher value-added tasks, with a greater return on investment. With full integration of the eGrants tools, the Agency will continue to invest in monitoring and follow-up, organising internal training and active representation in the Steering Committees and Key User Groups for the various business processes.

Some concrete examples of the work done so far, which will continue in 2022, are:

- Full deployment of eGrants: to all project management business processes of the 2021-2027 MFF, including Grant Agreement Preparation, Reporting and Payments (REPA) and amendments (AMD);
- The progressive eProcurement on-boarding, which will continue as soon as new modules are made available;
- The full adoption of new digital workplace tools and services (i.e. the 'Bytes' part of the Commission workplace of the future). The Agency has been a major contributor to the M365/Teams pilot projects and via its network of Local Champions will continue to promote and make extensive use of the platform to support its collaborative work, both internally and with external stakeholders;
- The modernisation, technological convergence and further improvement of the Agency's *ad hoc* platforms for stakeholder engagement, policies, knowledge-sharing, community building and online training. The Agency is working closely with other Commission partners in this domain to try to establish a new business cluster;
- The drafting of a proper IT security plan for our legacy grant management systems will be completed in very early 2022. The preliminary conclusion is that the security aspects are already well covered by technical measures, but the increasing technical obsolescence and the decreasing availability of knowledgeable staff represent a risk; those aspects will receive specific attention. The activity will continue in 2022 with the drafting of IT security plans for other systems.
- The push to make optimal use of the available data, both for internal purposes and for the dissemination of results.

These actions represent our digital future and align the Agency with the Commission working methods decided on by the President. In this respect, business continuity in the management of the legacy projects has been given the necessary consideration.

As regards knowledge management, EACEA has started building-up a more comprehensive approach at Agency level. A working group has been mandated to revise EACEA's previous knowledge sharing strategy, to align with Commission policies, especially concerning information and data policies, and to propose steps to further drive knowledge

management at EACEA. In 2022, the preparatory work done will be consolidated and further upgraded with more ambitious targets, including an information hub on the Agency's intranet (with an inventory of existing knowledge management initiatives), information events to raise awareness among staff in relevant business fields and a pilot action for organisational embedding of knowledge management activities at operational level. The network of newly appointed M365 Champions will support and contribute to these activities in 2022.

The Agency appointed a Local Data Correspondent in July 2021, mandated to set up the Agency's data governance in close coordination with the lead parent DG EAC, which started the process already in 2019. The final aim, as laid down in the [EC data governance and data policies](#) is to ensure that the Commission makes best use of its available data and information for operations and policy making. As a first step, the Agency will need to map and describe its data assets, assign key persons (data owners and data stewards) before putting in place data policies concerning quality, reliability, accessibility but also security and protection of personal data. The [progress in the implementation of data governance](#) will be measured in 2022.

The Document Management team will continue to ensure that staff apply the relevant document management procedures. Specific awareness-raising activities will be organised to get staff acquainted with the relevant instructions, including the newly introduced Qualified Electronic Signature (QES).

The following document management activities are closely monitored by the Document Management Officer (DMO) and will continue in 2022:

- the eGrants integration process with HAN (Hermes-Ares-NomCom) which took place during 2021;
- further implement and promote the use of the qualified electronic signature (QES) in Ares among the units, which can replace the handwritten signature and eliminate paper;
- support the units in raising awareness of file management (following up documents not filed in ARES) and on the use of the qualified electronic signature in Ares on a monthly basis;
- continued awareness raising on the use of eSignatories
- continue ensuring compliance with the relevant guidelines (including records and archives management, retention rules, access to documents and data protection);
- systematic update of the intranet pages on document management, including the QES-related information.

The Agency will continue to make staff aware of the requirements of the data protection regulation through interactive training sessions. In addition, the Agency will continue to implement the data protection regulation by adopting the necessary measures. In particular, and in line with the Commission's Data Protection Action Plan (C(2018) 7432 final), the Agency will ensure measures to implement and respect the retention periods of personal data, guidance on handling personal data breaches and data subjects rights and

will continue the transposition of data protection records. When necessary, for example in cases of joint controllership and for the use of corporate tools as eGrants, the DPO will ensure appropriate collaboration with the DPC of DG EAC and other parent DGs or services, specifically for cross-cutting issues.

## **E. Sound environmental management**

In 2022, EACEA will continue to promote the Commission's Eco-Management and Audit Scheme (EMAS) within the Agency. EACEA will continue to invest in local environmental actions to take locally to support the Commission's commitment to the objectives of the European Green Deal, including becoming climate neutral by 2050. Collection of electronic appliances will be organised in close cooperation with other Agencies and Commission DGs and green space will be increased in the Agency's buildings.

The Agency will build on its current efforts and support the bottom-up environmental initiatives launched by the Green EACEA group, in close cooperation with DG HR. EACEA will launch new actions to decrease the environmental footprint of its activities, namely in the areas of energy, paper consumption, waste management, and CO2 emissions. It will further strengthen staff's ability to adopt ecological behaviour.

Through awareness-raising initiatives such as lunchtime conferences and pulse surveys, the Agency will also encourage staff to save energy and continue to make extensive use of all digital solutions to promote paperless circuits and workflows. In order to combine 'Fit at work' and 'Green energy activities', the Agency will encourage its staff to use eco-friendly means of transport when commuting.

As regards waste prevention, improved facilities for recycling and reuse will continue to be available for staff, and waste sorting will be encouraged.

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**

### **New EACEA reporting infrastructure and methodology**

In 2022, the Agency will continue the work done to revise its management reporting infrastructure and methodology.

In March 2021, EACEA established a new reporting platform based on QlikSense Technology in synergy with DG EAC's data warehouse and reporting infrastructure. The new platform is already connected to expert data from Experts Management Internal (EMI/ECS), project data from eGrants and Pegasus, and financial data from ABAC. The creation of visual dashboards has started for expert and project management. A fully operational version, including full integration of financial data, is expected to be available for Q3 of 2022 for the management and the units of the Agency.

In parallel, the Agency reviewed its monthly reporting strategy towards DG EAC with the creation of a new dashboard-type report. Information on the main output and

achievements of the Agency is now shared via concise infographics and key numbers, aligned with the reporting requirements as laid down in the annual activity report (AAR). In 2022, the focus will be laid on the continuous automatisation of the creation of these reports by using the Nprinting features of the QlikSense Platform.

### **Leveraging the Networks of Call Coordinators and Project Officers**

The Agency created in 2021 two networks as competence hubs for the programme management, in particular with regards to the challenges of the MFF 2021-2027, on-boarded on eGrants:

- the Network of Call Coordinators (NCC), covering all business processes related to call and proposal management from call publication to the sending of the evaluation results
- the Network of Project Officers (NPO), dealing with the project management business processes from grant agreement preparation, to monitoring, reporting and payments, but also with policy feedback and dissemination and exploitation of the project results

Both networks will gain momentum in 2022 and are expected to facilitate the definition, harmonisation and dissemination of best practices in programme management within the Agency. They will assure efficient information exchange between operational and horizontal as well as external services and, in particular, will contribute to an efficient adoption of eGrants for the relevant business processes.

## ANNEX 1: Performance tables

### Part 3

#### Erasmus +

##### General objective 5: Promoting our European way of life

*Specific objective 5.2: With the support of the Erasmus+ programme, promote learning mobility of individuals, as well as cooperation, inclusion, excellence, creativity and innovation at the level of organisations and policies in the field of Education and Training (DG EAC)*

*Specific objective 5.2: Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition (DG EMPL)*

*From 2020-2024 strategic plans*

##### Main outputs<sup>33</sup> in 2022:

Output	Indicator	Target
Operational effectiveness (selection)	23 calls for proposals published	100%
	6 calls for tenders published	100%
	3 Eurydice reports published	100%
	39 evaluation sessions launched (grants)	100%
	8 evaluation sessions launched (service contracts)	100%
	Implementation rate for estimated number of grant agreements and charters of higher education (1641 + 280 charters.)	>85%
	Implementation rate for estimated number of service contracts (8.)	>85%
	Number of Higher Education Institutions taking part in the European University alliances	310
	Number of Centres of Vocational Excellence (CoVE) projects to be financed	12

<sup>33</sup> Sources: [Funding & tender opportunities portal](#) / CPS, Agency's estimations (for number of grants/contracts), BIF 2022, eGrants, PEGASUS II, data collected/calculated by Units B4 and B5

Output	Indicator	Target
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed <sup>34</sup>	>95% of the most recent forecast
	% of payments (in number) executed on time	>95% <sup>35</sup>
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call <sup>36</sup> (information meetings/days, videos, webinars)	100%
	Publication of Eurydice thematic newsletters	4 thematic newsletters

## General objective 5: Promoting our European way of life

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

**From 2020-2024 strategic plans**

### Main outputs in 2022:

Output	Indicator	Target
Operational effectiveness (selection)	8 calls for proposals published	100%
	9 evaluation sessions launched (grants)	100%
	Implementation rate for estimated number of grant agreements (237)	>85%
Quality assurance of the results	% of call budget allocation	>90%

<sup>34</sup> Valid only for current MFF projects

<sup>35</sup> Based on the average of the last 3 years (both current MFF and legacy)

<sup>36</sup> Depending on the programme, this indicator can be adapted because e.g. one information activity can cover several calls



<b>Output</b>	<b>Indicator</b>	<b>Target</b>
of the calls for proposals	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

### **General objective 5: Promoting our European way of life**

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

***From 2020-2024 strategic plans***

#### **Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	7 calls for proposals published	100%
	1 call for tenders published	100%
	7 evaluation sessions launched (grants)	100
	1 evaluation session launched (service contracts)	100%
	Implementation rate for estimated number of grant agreements (325)	>85%
	Implementation rate for estimated number of service contracts (1)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

**Specific objectives:**

- *Grassroots sports programmes and infrastructure innovation*
  - *Sport for People and Planet - a new approach on sustainability through sport in Europe*
- From Decision C(2022) 1848 of 30 03 2022 for the implementation of pilot projects and preparatory actions in the area of education, youth, sport and culture*

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	2 calls for proposals published	100%
	2 evaluation sessions launched (grants)	100%
	Implementation rate for estimated number of grant agreements (18)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

## **Creative Europe**

### **General objective 5: Promoting our European way of life**

***Specific objective 5.6: With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural heritage (DG EAC)***

***From 2020-2024 strategic plans***

### **Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	6 calls for proposals published	100%
	9 evaluation sessions launched (grants)	100%
	Implementation rate for estimated number of grant agreements (246)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

**Specific objectives:**

**- Establishing a European heritage hub to support a holistic and cost-effective follow-up of the European Year of cultural heritage**

**From Decision C(2022) 1848 of 30 03 2022 for the implementation of pilot projects and preparatory actions in the area of education, youth, sport and culture**

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	1 call for proposals published	100%
	1 evaluation sessions launched (grants)	100%
	Implementation rate for estimated number of grant agreements (1)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

**General objective 2: A Europe fit for the Digital Age**

**Specific objective 6: A modern, open and pluralistic society in the digital age where online disinformation is countered and diverse cultural content is available to all Europeans (DG CNECT)**

**From 2020-2024 strategic plans**

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness	19 calls for proposals published	100%
	21 evaluation sessions launched (grants)	100%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
(selection)	Implementation rate for estimated number of grant agreements (858)	>85%
	Implementation rate for estimated number of service contracts (7)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

## **Citizens, Equality, Rights and Values**

### **General objective 6: A new push for European democracy**

#### ***Specific objective 3: Improved framework to protect democracy in the European Union (DG JUST)***

#### ***From 2020-2024 strategic plans***

#### **Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	7 calls for proposals published	100%
	10 evaluation sessions launched (grants)	100%
	Implementation rate for estimated number of grant agreements (516)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

## **European Solidarity Corps**

### **General objective 5: Promoting our European way of life**

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

***From 2020-2024 strategic plans***

### **Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (selection)	2 calls for proposals published	100%
	2 calls for tenders published	100%
	3 evaluation sessions launched (grants)	100%
	2 evaluation sessions launched (service contracts)	100%
	Implementation rate for estimated number of grant agreements (20 + 50 quality label accreditations)	>85%
	Implementation rate for estimated number of service contracts (2)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Communication actions	Min. one call information activity for each call (information meetings/days, videos, webinars)	100%

## Part 4.

### Human resource management

**Objective:** EACEA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the agency's priorities and core business.

#### **Indicator 1:** <sup>37</sup> **Number and percentage of female representation in middle management**

**Source of data:** SYSPER

<b>Baseline (female representation in middle management)</b> ( 31/12/2021)	<b>Final Target</b> 50% by 2024 <sup>38</sup>
20%	<b>Target (for 2022)</b> 25%

#### **Indicator 2: EACEA staff engagement index**

**Source of data:** Commission staff survey

<b>Baseline:</b> European Commission staff survey (2021)	<b>Target (for 2022):</b>
67%	To maintain or increase

#### **Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Connecting EACEA (e.g.) actions to provide insight into the work of the Agency and how it fits into the bigger picture	Level of satisfaction	70%
EACEA Empowered	Number of awareness-raising activities	3
Additional staff engagement initiatives linked to the Staff Survey Development Plan	Level of completion of the Staff Survey Development Plan	100% within Q4

<sup>37</sup> Seconded middle managers are part of the seconding DGs' staff. The responsibility for achieving the targets lies with the DGs. The agency is responsible for providing its parent DGs with a regular overview of the gender representation in middle management positions at the Agency and for raising the importance of gender representation with them.

<sup>38</sup> In line with the Gender Equality Strategy 2020-2025.



## Sound financial management

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

### Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	Budget execution and time-to-pay	remains 99% of payment appropriations <sup>39</sup> and remains >96% of payments (in value) on time
Efficient controls	Budget execution and time-to-grant	remains 100% of commitment appropriations <sup>40</sup> and remains 100% within 9 months
Economical controls	Overall estimated cost of controls	remains in line with the average trend (as % of total funds managed) NB average of last 3 years is 7.2%

## Fraud Risk Management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)<sup>41</sup> aimed at the prevention, detection and correction<sup>42</sup> of fraud

**Indicator: Implementation of the actions included in EACEA's anti-fraud strategy over the strategy's lifecycle**

**Source of data:** EACEA's annual activity report, EACEA's anti-fraud strategy, OLAF reporting

Baseline (2021)	Interim milestone (2022)	Target (2023)
80% of the AFS 2018-2020	60% of action points implemented in time	100% of action points implemented in time

<sup>39</sup> Type of credits: C1, C5, E0

<sup>40</sup> Type of credits: C1, C5, E0

<sup>41</sup> Communication from the 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>42</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)<sup>41</sup> aimed at the prevention, detection and correction<sup>42</sup> of fraud

action points implemented

30% of action points implemented from the AFS 2021-2023

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<p>Training</p> <p>New leaflet on anti-fraud matters for newcomers</p> <p>Newsletters on antifraud subjects</p>	<p>Fraud awareness for <b>prevention</b> is increased for target population(s) as identified in the EACEA anti-fraud strategy and the ICAT survey</p>	<p>One training or lunch conference per year</p> <p>All newcomers receiving the anti-fraud for newcomers leaflet in the month of their arrival</p> <p>Publication of at least six newsletters on anti-fraud subjects per year</p>
<p>OLAF training</p> <p>Guidelines on how to address double funding and plagiarism in eGrants</p> <p>Guidelines on detection of fraud in simplified grants</p>	<p>Fraud awareness for <b>detection</b> is increased for target population(s) as identified in the EACEA anti-fraud strategy</p>	<p>One OLAF training session per year</p> <p>Publication by Q2 2022</p> <p>Publication by Q4 2022</p>
<p>Updated table of OLAF fraud cases</p>	<p><b>Sanction:</b> Regular monitoring of the implementation of fraud cases to OLAF</p>	<p>OLAF recommendations implemented within 6 months of the reception of their report</p>
<p>Harmonisation and sharing of best practices among DGs and Agencies on all anti-fraud matters</p>	<p><b>Strengthened Cooperation:</b> Participation and contribution to FPDNET NETWORK chaired by OLAF and FAIR network and working groups</p>	<p>Four times per year for each network and/or upon request</p>

**Digital transformation and information management**

**Objective:** EACEA is using innovative, trusted digital solutions for better information management and administrative processes to become a truly digitally transformed, user-focused and data-driven Agency

**Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions**

**Source of data:** Internal assessment

Baseline (2021)	Interim milestone (2022)	Target (2024)
50%	80%	85%

**Indicator 2: Percentage of implementation of the corporate principles for data governance for EACEA’s key data assets**

**Source of data:** EACEA

Baseline (2020)	Interim milestone (2022)	Target (2024)
0%	50%	80%

**Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance**

**Source of data:** EACEA

Baseline (2018)	Interim milestone (2022)	Target (2024)
16% of staff in post for 6 months or longer trained on the newest GDPR requirements	65% of staff in post for 6 months or longer trained on the newest GDPR requirements	100% of staff in post for 6 months or longer

**Main outputs in 2022:**

Output	Indicator	Target
Full eGrants on-boarding	The whole grant management life cycle for all the actions in the current MFF is supported by eGrants	100%
eProcurement on-boarding	EACEA uses eProcurement corporate solutions to support all the processes for which a module is available.	100%
Roll-out of the new collaboration solutions based on M365/Teams, expanding them when possible to support EACEA’s core business (e.g. Selection Roadmap, using Project Online)	<ul style="list-style-type: none"> <li>- Percentage of cross-cutting processes that are supported by the new collaboration tools</li> <li>- Percentage of units that use the new collaboration tools</li> <li>- 5% of staff per unit effectively act as Champions</li> </ul>	<p>70%</p> <p>100%</p> <p>100%</p>

Output	Indicator	Target
The use of corporate solutions to support our external platforms (stakeholder engagement, community building, online training) is maximised	When available, corporate solutions are used. Otherwise, the technical solutions are chosen with future convergence in mind.	100%
An up-to-date IT security plan (ITSP) exists for the legacy grant management systems and other platforms.	Existence of the ITSPs	50% of the systems have an up-to-date ITSP
Implementation of the first steps towards data governance for the Agency's key data assets	Determination of the Agency's key data assets and assignment of data owners	Descriptions of the Agency's key data assets made available to the Commission via the JRC data base
Training on raising awareness of data protection compliance	Number of trainings given	Minimum three training sessions

## Sound environmental management

### Objective:

EACEA takes account of their environmental impact in their actions and actively promote measures to reduce the related day-to-day impact of the administration and its work and promote climate and biodiversity mainstreaming, with the support of their respective EMAS Correspondents.

### Main outputs in 2022:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2021 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about EA's total energy consumption in collaboration with OIB/OIL where appropriate.	Number of actions	At least one lunchtime conference (baseline 2021: one lunchtime conference)
Participation in the end of the year energy saving action, by closing down EA's buildings during the Christmas and New Year's holiday period.	Number of buildings participating	100 % of EACEA buildings participating <sup>43</sup>

<sup>43</sup> EACEA partially occupies 3 Commission buildings but the main EACEA building is J-59, therefore the target refers to J-59.

<b>Output</b>	<b>Indicator</b>	<b>Target (2021 as baseline)</b>
Paperless working methods at EA level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about EA's office paper use in collaboration with OIB/OIL where appropriate.	Number or % of staff informed/participated	Address all staff

## II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions

<b>Output</b>	<b>Indicator</b>	<b>Target (2021 as baseline)</b>
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	% of staff participating in VeloWalk	10% increase in staff participating in VeloWalk
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	One campaign of digital pollution (baseline 2021: n/a)

## III. Reducing and management of waste

<b>Output</b>	<b>Indicator</b>	<b>Target (2021 as baseline)</b>
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about EA's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Number of actions	At least one action (baseline 2021: one action)

## V. Supporting biodiversity

<b>Output</b>	<b>Indicator</b>	<b>Target (2021 as baseline)</b>
Staff awareness actions on supporting biodiversity (for example for urban sites, sponsor the creation and maintenance of urban gardens, insect hotels and green roofs within EC-premises with the support of volunteers)	Number of actions	At least one awareness-raising action (baseline 2021: n/a)

## ANNEX 2: Resources: staff and budget

### A. Administrative budget

This is the initial budget for 2022 as adopted by the Steering Committee on 14 December 2021.

<i>EACEA administrative budget 2022</i>						
Lines	Agency lines	DG	Programmes	Appropriations	Initial budget 2022 by type of appropriations	Total budget 2022
07.010275	1111	EAC	Erasmus+H2	C1	€ 26,839,969.00	€ 29,436,588.74
				E0	€ 724,680.00	
				R0	€ 1,871,939.73	
07.010475	1112	EAC	Creative Europe	C1	€ 15,314,886.00	€ 15,728,391.00
				E0	€ 413,505.00	
				R0	€ -	
07.010575	1113	JUST	CERV	C1	€ 6,501,000.00	€ 6,501,000.00
				R0	€ -	
14.010175	1114	EAC	NDICI	C1	€ 6,144,641.00	€ 6,310,556.00
				E0	€ 165,915.00	
				R0	€ -	
15.010175	1115	EAC	IPA	C1	€ 1,399,424.00	€ 1,437,197.00
				E0	€ 37,773.00	
				R0	€ -	
07.010375	1116	EAC	ESC	C1	€ 1,565,966.00	€ 1,584,623.27
				E0	€ 2,975.00	
				R0	€ 15,682.27	
0 10 10	1121	EAC	11ème FED	hors SFS	€ 113,000.00	€ 113,000.00
<b>Totals</b>					<b>61,111,356.00 €</b>	<b>61,111,356.00 €</b>

## B. Human resources

The following figures are based on the Specific Financial Statement for EACEA (for the period 2021-2027) and are indicative. The new establishment plant was adopted by the Steering Committee of the Agency on 14 December 2021.

Programmes	Staff (EU budget)					Staff from other fund sources	Total all staff
	TAs	Of which seconded officials	CAs	SNEs (N/A)	Total staff EU budget	Third countries contributions	
<b>Erasmus +</b>	<b>74</b>	<b>26</b>	<b>223</b>		<b>297</b>	<b>17</b>	<b>314</b>
Erasmus + Heading 2	58	19	173		231	17	248
Erasmus+ Heading 6	16	7	50		66		66
<b>Subtotal operational staff for Erasmus+</b>	57		189		246	17	263
<b>Subtotal management and administrative support staff for Erasmus+</b>	17		34		51		51
<b>Creative Europe</b>	<b>34</b>	<b>6</b>	<b>101</b>		<b>135</b>		<b>135</b>



<b>Programmes</b>	<b>Staff (EU budget)</b>				<b>Staff from other fund sources</b>	<b>Total all staff</b>
Sub-programme Culture (parent DG EAC)	11	4	34		45	45
Sub-programme MEDIA <sup>44</sup> (parent DG CNECT)	23	2	67		90	90
<b>Subtotal operational staff for Creative Europe</b>	30		94		124	124
<b>Subtotal management and administrative support staff for Creative Europe</b>	4		7		11	19
<b>Citizens, Equality, Rights and Values</b>	<b>14</b>	<b>2</b>	<b>44</b>		<b>58</b>	<b>58</b>
<b>Subtotal operational staff for Citizens, Equality, Rights and Values</b>	13	2	40		53	53
<b>Subtotal management and administrative support staff for Citizens, Equality, Rights and Values</b>	1		4		5	5
<b>European Solidarity Corps</b>	<b>4</b>		<b>11</b>		<b>15</b>	<b>15</b>

<sup>44</sup> Including cross-sectoral

Programmes	Staff (EU budget)					Staff from other fund sources	Total all staff
<b>Subtotal operational staff for European Solidarity Corps</b>	3		11		14		14
<b>Subtotal management and administrative support staff for Solidarity Corps</b>	1		0		1		1
<b>Total</b>	<b>126</b>	<b>34</b>	<b>379</b>		<b>505</b>	<b>17</b>	<b>522</b>

### C. Delegated operational appropriations

The following appropriations are based on the information from the 2022 work programmes of the programmes delegated to the Agency and are indicative. They contain all types of credits (C1, C5, E0, R0). If more credits become available during the year for actions already included in the Commission Work Programmes or following their inclusion in amended ones, the Agency will need to commit the amounts in all fund sources that cannot be carried-over (C1, C5, E0) to next year. The budget shown is in EUR.

<b>Programme</b>	<b>Budget lines</b>	<b>Responsible DG</b>	<b>Budget allocated</b>
<b>Erasmus+</b>			<b>1,015,830,993</b>
<i>Erasmus+ H2</i>	<i>07 03 01 02, 07 03 02, 07 03 03</i>	<i>EAC</i>	<i>818,948,672</i>
<i>Erasmus+ H6</i>	<i>14 02 01 50, 15 02 01 02</i>	<i>INTPA, NEAR</i>	<i>196,882,321</i>
<b>Creative Europe</b>			<b>348,705,176</b>
<i>Culture</i>	<i>07 05 01</i>	<i>EAC</i>	<i>107,606,576</i>
<i>MEDIA and Cross-sectoral</i>	<i>07 05 02, 07 05 03</i>	<i>CNECT, EAC</i>	<i>241,098,600</i>
<b>Citizens, Equality, Rights &amp; Values</b>	<i>07 06 04, 07 06 02</i>	<i>JUST</i>	<b>120,021,295</b>
<b>European Solidarity Corps</b>	<i>07 04 01</i>	<i>EAC</i>	<b>20,043,000</b>
<b>Preparatory actions and Pilot Projects (sports)</b>	<i>PA 07 20 02, PP 07 22 04</i>	<i>EAC</i>	<b>3,482,574</b>
<b>Pilot project (culture)</b>	<i>PP 07 22 01</i>	<i>EAC</i>	<b>2,983,300</b>
<b>Total</b>			<b>1,511,066,338</b>