



Management Plan 2017

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



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"I cannot and will not accept that the millennials, Generation Y, might be the first generation in 70 years to be poorer than their parents", President Juncker, State of the Union Address, 14.09.2016

INTRODUCTION

Young people are Europe's main asset for the future. The EU and its Member States need to invest in and build on the richness and potential that young people represent for Europe in terms of skills, creativity and diversity.

DG EAC operates under European Commission's first political priority, "A New Boost for Jobs, Growth and Investment". President Juncker in his State of the Union Address (SOTEU) 2016 recalled that "*Europe must invest strongly in its youth, in its jobseekers, in its start-ups*"¹. Education is the best investment that young people in Europe can make in their future. In this regard, the EU has put education at the heart of its agenda for Jobs, Growth, Fairness and Democratic Change². Even if, the effort we make today may not be immediately visible, failure to invest now will cost future generations dearly.

The EU is facing many challenges: high (youth) unemployment, sluggish economic growth and weak investment, digitalisation, integration of third country nationals, terrorism, ageing societies, growing estrangement from the European ideal. The policies and sectors under DG EAC's responsibility will play a key role in addressing these challenges over the coming months. This is all the more vital as regards young people: 89 million of the EU's population is young people between 15 and 30 and of these almost 30% are at the risk of exclusion and 13 million are not in education employment or training³. When it comes to education, where significant gaps and inequalities persist in Europe, more than 1 in 10 young people leave school early⁴.

The Commission Work programme 2017 places the Youth high on the Agenda with a Youth initiative aiming that every young person should have real prospects for education, training and employment. The flagship initiative is the European Solidarity Corps, which will allow young people to participate in projects related to solidarity activities. Placements with projects are between 2 to 12 months and follow either a volunteering or an occupational strand. In its initial phase, existing EU instruments will be mobilised. The volunteering strand of the European Solidarity Corps will largely build on the European Voluntary Service (EVS). The objective is to get 100,000 young people signed up to the Corps by 2020.

"Solidarity is the glue that keeps our Union together", President Juncker, SOTEU, 14.09.2016

2017 will mark the 30th Anniversary of Erasmus. This will be an occasion to celebrate and raise awareness of the impact of projects and mobility supported by Erasmus+ and the previous programmes in the fields of education, training, youth and sport. One of the new actions under the new Youth Initiative linked to the 30 Years Erasmus+ anniversary and the 60th anniversary of the signature of the Rome Treaties, will be Learn 2Move initiative. This one-off action will offer to a limited number of young Europeans to travel to other EU countries as a concrete expression of youth learning mobility through the eTwinning network under the Erasmus+ Programme.

Finally, a mid-term evaluation of the current Programme⁵ will be concluded in 2017. The outcomes will serve to improve the implementation of the current programme and will also help prepare the reflections for the next generation of Erasmus+. In designing the post-2020 programme, it will be important to ensure stability and continuity with the current Erasmus+ while introducing more flexibility to respond to new challenges facing young people.

Closing the investment gap left behind by the financial and economic crisis and promoting employment, in particular youth employment remains a key challenge for the EU. Based on implementation to date, the Commission has identified a number of

¹ http://europa.eu/rapid/press-release_SPEECH-16-3043_en.htm

² This is directly linked to the general objective "A New Boost for Jobs, Growth and Investment"

³ Eurostat

⁴ EU average ESL rate in 2015: 11%

⁵ Running from 2014 to 2020

successful programmes and instruments which it proposes to financially reinforce⁶. This includes EFSI⁷, Horizon 2020⁸ and Erasmus+ which have experienced a very strong success contributing to skills development and employability of young people. In the context of the revision of the multiannual financial framework 2014-2020 and based on the strong EU-added value of the instruments, the Commission proposed to supplement the original allocation of H2020 by EUR 0.4 billion and of Erasmus+ by EUR 0.2 billion for over 2017-2020. This additional funding on the activities implemented by DG EAC will support the achievement of the "Jobs, Growth and Investment" priority and complement the already rapidly increasing budgetary profiles of its programmes. In 2017, DG EAC will release a Staff Working Document on the mid-term evaluation of the EU Youth Strategy for 2010-2015. The evaluation outcomes will feed the preparation of the post 2018 EU Youth cooperation. 2017 will then be a year to listen, through various initiatives in the youth area and beyond, and in particular via our existing instruments for dialogue⁹. Creative Europe and the European Institute of Innovation and Technology (EIT) will be the subject of important mid-term evaluations.

As regards policy activities, DG EAC is committed to work in 2017 on two education packages: one on higher education and one on school development and innovation. The first package will include a policy Communication and a draft Council Recommendation on graduate tracking. The second package will include a policy Communication and a review of the 2006 Recommendation on key competences. DG EAC will also put forward a draft Council Recommendation on social inclusion and EU values through formal and non-formal learning, as follow-up to the Paris Declaration¹⁰. A staff working document on cross border volunteering will also be published.

As regards cultural diversity and the fair remuneration of creativity, 2017 will see the negotiations of the Commission proposals on the modernisation of copyright. Increasing cultural diversity in Europe and the circulation of European content in the EU and beyond, while supporting the competitiveness of cultural and creative industries will remain key objectives of DG EAC. DG EAC will also continue delivering on the European Agenda for Culture by supporting the implementation of the 2015-2018 Work Plan for Culture and maximising its results for further policy making at EU level, notably in the field of cultural and creative industries, cultural heritage and the integration of refugees through arts and culture. Throughout 2017, DG EAC will prepare the implementation of the 2018 European Year of Cultural Heritage which will underline the social and economic benefits of cultural heritage and its contribution to economic growth and social cohesion.

In 2017, DG EAC will continue promoting participation in sport and physical activity, including the implementation of the European Week of Sport, tackling cross-border challenges that impact on the integrity of sport and making visible the sector's contribution to Europe's economy, in terms of job creation, growth and innovation. An increased focus will be put on strengthening social inclusion, especially for refugees (including a new award and specific funding) and on developing further good governance in sport (especially the pledge board). The new multi-annual EU Work Plan for Sport is expected to be adopted by the Council in May 2017.

In 2017, DG EAC will continue to contribute to the implementation of the Commission's growth and jobs agenda including by providing significant input to the European Semester (Annual Growth Survey, Joint Employment Report, Country Reports, country-specific recommendations).

Lastly, a new organisation chart of the DG EAC will be implemented in January 2017 in order to better align it on President Juncker priorities, give DG EAC programmes a face and make it more readable and efficient.

⁶ http://ec.europa.eu/budget/mff/lib/COM-2016-603/COM-2016-603_en.pdf

⁷ European Fund for Strategic Investments

⁸ H2020

⁹ Structured Dialogue, One Million Outreach, the New Narrative for Europe

¹⁰ *Declaration on Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education*, adopted at the informal meeting of EU Education Ministers on 17 March 2015. Complemented by Council conclusions on the role of the youth sector in an integrated and cross-sectorial approach to preventing and combatting violent radicalisation of young people and Council conclusions on developing media literacy and critical thinking through education and training of 30 May 2016.

PART 1. MAIN OUTPUTS FOR THE YEAR

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

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

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

- Erasmus+, integrating education, training, youth, Jean Monnet activities and sport, including the new Erasmus+ Student Loan guarantee facility and the international dimension of higher education and youth cooperation;
- The programme Creative Europe, covering the culture and the audiovisual sectors, including the new guarantee facility for SMEs in the cultural and creative sectors ;
- The research and innovation programme Horizon 2020, in which DG EAC is tasked with the implementation of 9% with the Marie Skłodowska-Curie actions and the European Institute of Innovation and Technology.

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

Direct management through two EU Executive Agencies: the Education Audiovisual and Culture Executive Agency (EACEA) and the Research Executive Agency (REA), mainly for those parts of programmes where projects are allocated across Europe based on excellence. DG EAC's responsibility is assumed through the Steering Committee of each Executive Agency. In compliance with the relevant Acts of Delegation, the actions implemented through the Executive Agencies contribute significantly to the objectives of the DG. Their solid performance and efficiency indicators have resulted in mandate extensions. Since 2014, the implementation of parts of Erasmus+ and Creative Europe has been delegated to EACEA, while Marie Skłodowska-Curie actions are managed by REA. In addition, the operational budget of the Executive Agencies are not funds that the DG has entrusted but are funds the Agencies have directly received from the Commission.

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

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

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

In parallel and as set out its Strategic Plan 2016-2020, DG EAC pursues in particular the Commission's general objective on Jobs, Growth and investment through its DG-specific objectives. These, together with their links to the general objective, are set out in the tables below.

A. Policy aspects of the main outputs for 2017

Throughout 2017, DG EAC will actively and directly contribute to the work on the "Youth initiative", which is among the first initiatives in the 2017 Commission Work Programme¹¹.

In line with the general objective "A new boost for jobs, growth and investment" and with President Juncker's Letter of Intent, and with the Commission Communication 'Investing in Europe's Youth'¹² presented in December 2016, in 2017 DG EAC will be the main contributor to the practical implementation of the voluntary strand of the European Solidarity Corps. The voluntary strand of the European Solidarity Corps will largely build on the European Voluntary Service, and EAC will be in charge of ensuring that existing mechanisms and instruments can be mobilised in a common, horizontal manner during the first phase of the initiative. It will also issue a staff working document on the mid-term evaluation of the EU Youth Strategy for 2010-2015 which will pave the way for the policy proposals for the post-2018 EU Youth Strategy and another staff working document on cross border volunteering.

This evaluation is based on the findings of an external evaluation report, coupled with an online consultation. According to these findings, the EU Youth Strategy has overall been relevant to the needs and problems of young Europeans as well as to the activities of youth policy makers in all EU Member States. The evaluation also shows the high added value of the EU Youth Strategy in 1) helping developing national youth strategies, 2) enhancing the coherence of youth actions at EU and national level, and 3) addressing young people's main challenges related to youth unemployment and inactivity, improving the social situation of youth at risk of poverty or exclusion, integrating young migrants and refugees, or supporting youth work and non-formal learning as well as involving young people and youth organisations in policy making. The key added value of the EU Youth Strategy was in supporting Member States national policies, and providing them with knowledge and expertise (via exchange of good practices and data produced), legitimacy to make claims consistent with the EU Youth Strategy, such as promoting youth work, youth participation and inclusion of young people, and opportunities and resources to move towards the commonly-agreed objectives within the EU youth cooperation framework.

In addition, the European Youth Week in May 2017 will be a key milestone in the consultation process which will continue throughout the whole year.

DG EAC will also publish a Staff Working document on cross border youth volunteering and on better recognition of volunteering, the reduction of barriers to volunteering such as lack of information, loss of social benefits or visa issues.

DG EAC will also propose initiatives to improve and modernise school and higher education. DG EAC will also aim at strengthening the Erasmus+ programme in particular as regards volunteering and the mobility of apprentices.

As announced in the New Skills Agenda for Europe, in 2017 the Commission will propose a Council Recommendation on a coordinated EU approach to tertiary graduate tracking, including graduates who have followed vocational education and

¹¹ http://ec.europa.eu/atwork/key-documents/index_en.htm

¹² COM(2016) 940

training. A key challenge for implementing the Skills Agenda is to match the knowledge and skills that people acquire in formal, non-formal and informal education and training and the knowledge and skills needed in rapidly changing European and world economies. The objective of the Recommendation will be to improve the availability of detailed, comparable data on graduate employment and social outcomes as a way to improve the relevance of higher education through better evidence-based policy and practice. Concretely, the Recommendation will facilitate the exchange of expertise to support the development of graduate tracking systems where these do not exist or are under-developed. It will also improve the comparability of existing data and provide new comparable data to facilitate cross-country analysis, comparison and benchmarking and lastly, will increase the systematic use of data by higher education providers and those responsible for steering higher education systems to increase the quality and relevance of higher education provision.

As the crucial contribution of an effective higher education system to economic and social development is largely uncontested, DG EAC will bring forward, in line with the President's Letter of Intent and the broader Commission agenda for promoting Jobs, Growth and Investment, a communication on the modernisation of higher education. This communication will update the existing agenda of structural reform for higher education systems to further strengthen knowledge, innovation and growth in Europe. It will bring together a coherent and focused set of EU-level actions to support Member States reforms to build higher education systems that are fit for purpose in the 21st century and to enable a large proportion of the population to acquire relevant and advanced knowledge and skills. More broadly, the communication will underpin the delivery of the Commission Agenda for Jobs, Growth, Fairness and Democratic Change, the Investment Plan for Europe and the goals of the Europe 2020 strategy and the European Semester.

Moreover, DG EAC will propose a Communication on School development and innovation looking at school governance, quality assurance, school networks and the cooperation of schools with stakeholders and local communities. With this perspective in mind, it will also look at transition between different levels of education, indicating approaches to better support the learning pathway of young people. The Communication will build on the work carried out by various ET 2020 working groups and will address, inter alia, the professional development of the teaching profession, school leadership and the role of teachers as innovators in school education.

The Communication will also link different initiatives at the level of school education such as the acquisition of key competences, citizenship education and entrepreneurship education that are fundamentally interwoven. This includes looking at ways to successfully integrate the concept of key competences in school education. This requires not only changes in curricula design, but also in the way schools operate and engage with the communities, businesses and other stakeholders. It will hence embody key policy measures to ensure that young people acquire social, civic and intercultural competences, including critical thinking and media literacy abilities, and entrepreneurial abilities and knowledge.

As announced in the new Skills Agenda for Europe, DG EAC will prepare in 2017 a Council recommendation on strengthening and operationalising the existing Key Competences Framework for better skilled citizens. It will in particular review and strengthen the 2006 Recommendation on Key Competences for lifelong learning, in order to develop a shared understanding of a core set of key competences needed to work and live in the 21st century, and will support the development of assessment tools. Improving the level and range of skills and competences will have a positive impact on the Jobs, Growth and Investment strategy. The initiative will promote competence-based learning and teaching by providing more clarity for

reforms and policy development in Member States. It will allow for a more coherent integration of key competences, especially basic skills, into Member States' skills strategies and curricula.

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

As announced in the recent Communication on supporting the prevention of radicalisation leading to violent extremism¹³, in 2017 DG EAC will propose a Council Recommendation on promoting social inclusion and common EU values through formal and non-formal learning. The Recommendation will establish a comprehensive policy framework targeting young people through formal, informal and non-formal learning with a dual objective: fostering inclusive education that equips all young people, including those with disadvantaged backgrounds with adequate civil and social competences, and reinforcing the contribution of education in transmitting common EU values, educating responsible citizens and preventing disengagement from society.

To underpin these initiatives, DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems, in line with Europe 2020 and the strategic framework for European cooperation in education and training (ET 2020) through studies¹⁴, evaluations¹⁵ and the collection and use of data from relevant sources, e.g. expert networks such as EENEE and NESET¹⁶.

Key outputs to support evidence-based education policies will be the sixth edition of the **Education and Training Monitor** to be adopted in the last quarter of 2017. DG EAC will also renew its Education Cooperation Agreement between the Commission and OECD with a view to continue collaboration on country analysis, international surveys (PISA, TALIS,..), on data and policy analysis and on high-visibility and ministerial events. Regarding the latter, the Commission will jointly host in 2017 the third **Global Education Industry Summit (GEIS)**, the annual meeting to establish a dialogue between ministers of education and the global education industry. Moreover, DG EAC will also co-launch the EU-sponsored IEA17 International Civic and Citizenship Education Study (ICCS) survey release in October 2017 together with the Eurydice report and a JRC policy note on the state of Citizenship education in Europe.

In 2017, DG EAC will continue to support the implementation of the Strategic Framework for European cooperation in education and training and the EU Youth Strategy which facilitate the Member States cooperation at European level through the Open Methods of Coordination

Lastly, in the field of sport, following the Commission's report on the implementation and relevance of the second EU Work Plan for Sport (2014-2017) – adoption likely to be in early January 2017-, the Member States in the Council and the Commission will negotiate a new multi-annual EU Work Plan to be adopted at

¹³ COM(2016) 379 final

¹⁴ See annex 3.

¹⁵ See annex 3

¹⁶ EENEE: European Experts Network on Economics and Education; NESET: Network of Experts on Social aspects on Education and Training.

¹⁷ IEA: The International Association for the Evaluation of Educational Achievement (IEA).

the May Council. The Work Plan will set out the policy priorities and main actions for cooperation in the field of sport at EU level. Once in place, the Commission, together with Member States and experts, will start implementing the Work Plan. In parallel, the Commission will continue the work in priority areas, including good governance in sport (pledge board) and the promotion of grassroots sport.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 1.1 : To develop the policy and investment strategies while taking into account the country specific data building on evidence policy strategy and evaluation and to contribute to an effective dissemination and exploitation of the results.		
Main outputs in 2017:		
All new initiatives and REFIT initiatives from the Commission Work Programme		
Output	Indicator	Target for 2017
Recommendation for a coordinated EU approach on graduate tracking	Adoption of the proposal	Q2 2017
Update of the agenda for the modernisation of Europe's higher education	Adoption of the communication	Q2 2017
Communication on School development and innovation	Adoption of the communication	Q4 2017
Other important outputs		
Output	Indicator	Target for 2017
Staff Working Document on the on the mid-term evaluation of the EU Youth Strategy for 2010-2015 ¹⁸	Adoption of the SWD	Q1 2017
Staff Working Document on cross border volunteering	Adoption of the SWD	Q1 2017
Recommendation on promoting social inclusion and common EU values through formal and non-formal learning ¹⁹	Adoption of the draft Council recommendation	Q4 2017
Recommendation on a revised Key competences Framework ²⁰	Adoption of the review	Q4 2017
Staff Working Document on Education and Training Monitor 2017	Adoption of the SWD	Q4 2017
EU Work Plan for Sport ²¹	Adoption	Q1 2017

¹⁸ 2015/EAC/011

¹⁹ 2016/EAC/019

²⁰ 2016/EAC/020

²¹ 2016/EAC/018

B – ERASMUS +, the Union programme for education, training, youth and sport

Erasmus+ represents a strategic investment in young people as a critical factor for growth and prosperity and a vehicle to promote European citizenship. DG EAC will implement the 2017 Work Programme (WP) for Erasmus+ with a view to pursue the objectives and generate the benefits of Erasmus+ mentioned in its Strategic Plan²². In 2017, the increase of the Erasmus+ budget will be of 19.41%²³. EACEA will manage 15,3% of this budget and National Agencies will manage 79,7%.

As in previous years, in 2017 the Programme, while maintaining a high level of continuity, will directly address, through different actions, specific policy priorities described in this section. Across all actions of the Programme, greater emphasis is put on activities that will support social inclusion and equity in education, training, youth and sport - in line with the Declaration²⁴ on promoting citizenship and the common values of freedom, tolerance and non-discrimination through education adopted in Paris in 2015 as well as the Action Plan on integration of third country nationals adopted by the Commission in June 2016. This will cover formal and non-formal education and training, from early childhood education and care, over school education, youth activities in the field of non-formal learning, vocational education and training and higher education to adult learning. Following the President Juncker SOTEU, greater emphasis is put on activities that will support solidarity.

The recent policy developments in the fields of education, training youth and sport will have an important impact on the Programme in 2017. In particular, following up on the Paris Declaration new initiatives - such as the Erasmus+ virtual exchanges and networks of positive role models - will be implemented in 2017 with the aim of fostering intercultural dialogue and mutual understanding, combating radicalisation and violence, and promoting active participation of young people in society. Erasmus + Virtual Exchanges will aim at reaching 200,000 participants by 2019. These exchanges will connect young people from Europe, the Southern Mediterranean, the Middle East and Africa, and provide a structured platform for sharing views and ideas, and collaborate on joint projects, all facilitated by trained moderators.

Erasmus+ will continue to have a strong international dimension with a focus on the Neighbouring region in particular to address the needs of countries in crisis. The EU-Council of Europe youth partnership will be renewed in 2017, as the Framework Partnership Agreement (FPA) 2014-2016 comes to an end in December 2016. In the youth field, the cooperation is expected to build on the current framework contract and to follow the priorities of both institutions in the youth field.

²² http://ec.europa.eu/atwork/synthesis/amp/index_en.htm

²³ EU 28

²⁴ Declaration on Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education, adopted at the informal meeting of EU Education Ministers on 17 March 2015. Complemented by Council conclusions on the role of the youth sector in an integrated and cross-sectorial approach to preventing and combatting violent radicalisation of young people and Council conclusions on developing media literacy and critical thinking through education and training of 30 May 2016.

In order to prepare the 2018 European Youth report and to feed the reflexion on the future EU Youth cooperation framework (proposals to be made early 2018) an Eurobarometer study on Erasmus+ will be launched in 2017 to look at the situation of young people in areas such as participation in democratic life, non-formal activities and volunteering.

Following up on Commissioner Navracsics initiative to engage with young people and listen to the views and ideas of one million young people about the issues that matter to them with a view to increasing their influence on policy making at European and national levels, regular cycles of online chats and consultations on a wide range of different topics will be organised from the beginning of 2017 until the end of the current Commission term in 2019. In this respect, the Commission will continue implementing the "New Narrative for Europe" initiative, aiming to help fill the gap between the EU and its fellow citizens, in particular the young ones. The EP decided to carry over this initiative to next year.

2017 will also celebrate the 30th Anniversary of Erasmus. This anniversary will be an occasion to raise awareness about the impact of the projects and mobility activities supported by and realised through Erasmus+ and the previous programmes in the field of education, training, youth and sport.

With regard to the international dimension, Erasmus+ will continue to provide mobility opportunities for higher education staff, students, young people and youth workers between Europe and the rest of the world. Youth cooperation with Partner Countries Neighbouring the EU will be further intensified through relevant capacity building projects. In 2017, in addition to the existing Western Balkans Youth Window, an Eastern Partnership Youth Window with a focus on youth participation and youth entrepreneurship will be set up and a new Youth Window for Tunisia will be established.

Lastly, the legal basis for Erasmus+ provides for a combined interim evaluation of the 2014-2020 programmes and an ex-post evaluation of the predecessor programmes. The mid-term evaluation of the Programme will be concluded in 2017. The outcomes of this exercise will not only underpin improvements in the management of the current programme but will also underpin the reflection about the future generation programme. The evaluation will be complemented by specific impact studies which will look at aspects that the mid-term evaluation cannot fully cover. This evaluation also covers the completion of predecessor programmes²⁵.

In 2017 DG EAC will pursue optimising the performance and user-friendliness of processes and IT tools supporting the programme implementation, with a special attention to beneficiaries, new entrants and small entities applying for funding.

²⁵ The Lifelong Learning Programme, The Youth in Action Programme, The Erasmus Mundus Programme, Tempus, Alfa, Edulink, Programmes of cooperation with industrialised countries in the field of higher education.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 2.0: To ensure an efficient and effective implementation of the programme		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
First revision of the Erasmus+ Work Programme 2017 (WP)	Timely adoption	Q1 2017
Erasmus+ 2018 WP	Timely adoption	Q3 2017
National Agencies guidance documents	Validation and sending of the 2017 guidelines	January 2017
Effective WP management	N° of grant agreements signed	1 (Serbia preparatory measures)
	Timely signature of Delegation Agreements	April 2017
	N° of operational grants signed on time (within Delegation Agreements)	58
	N° of NAs meetings	Twice a year
	Number of evaluation conclusion letters on the NA Yearly Reports sent to NAU's/NA's (deadline 90 calendar days after reception of complete IAB opinion)	Q3 2017 - 60
	Number of follow-up/feedback letters to the NAU October reports sent to NAU's/NA's	January 2017 – 100% ²⁶
	Budget execution	100% ²⁷
Other important outputs		
Output	Indicator	Target for 2017
Interim evaluation of Erasmus+ ²⁸	Adoption of the report	End 2017

²⁶ This target relates to NAU October reports received in 2016 of which the assessments and the resulting feedback letters have to be finalised in January 2017

²⁷ EU28

²⁸ EAC/2015/014

1. Education and Training

Europe is facing several challenges (job creation and economic recovery inter alia). Education and training are crucial to prevent and tackle poverty and exclusion by addressing key social disadvantage factors. As underlined by Commissioner Navracsics²⁹, "education helps to build economic and social progress".

In particular, in the field of Education and Training, several priorities are identified for 2017 which directly contribute to the Jobs and Growth general objective.

In addition, in the field of higher education, in 2017, priority will be given to several actions, such as enhancing the quality and relevance of students' knowledge and skills, better use of ICT, better links between higher education institutions and employers or social enterprises; opening up mobility opportunities beyond Europe which will directly contribute to the Jobs and Growth strategy.

Besides this aspect, in the field of school education, priority will be given to strengthening the profiles of the teaching professions, addressing underachievement in the basic skills of maths, science and literacy through more effective and innovative teaching methods, and addressing multilingual classrooms through methods building on diverse language skills alongside with the main language of instruction. In line with the EU2020 headline target, DG EAC will also support schools to tackle early school leaving (ESL) and disadvantage and to offer quality education, enabling success for all pupils, including children with a migrant background who might face specific (e.g. linguistic) challenges. Lastly, a special attention will be given to efforts to increase access to affordable and high quality early childhood education and care.

As regards vocational education and training (VET), priority will be given to developing VET business partnerships aimed at promoting work-based learning in all its forms, with special attention to apprenticeship training, by involving social partners, companies and VET providers and with a specific focus on the local and regional dimension in order to produce concrete results on the ground.

Furthermore, in the field of adult education, priority will be given to improving and extending the supply of high quality learning opportunities tailored to the needs of individual low-skilled or low-qualified adults so they acquire literacy, numeracy or digital skills, including through the validation of skills acquired through informal and non-formal learning. Extending and developing educators competences is also stressed as a priority for this sector.

In 2017, the use of eTwinning will be further enhanced, connecting teachers and classrooms across Europe, to step up support to teachers and foster exchanges, in particular with the aim of enhancing the dialogue on fundamental values and

²⁹ http://europa.eu/rapid/press-release_SPEECH-16-3421_en.htm

citizenship. The online e-Twinning platform has already reached over 410.000 teachers and is the largest teachers' network in the world. eTwinning will be further deployed in some Partner Countries to foster intercultural dialogue among teachers and pupils from an early age.

The School Education Gateway will aim to further establish itself as Europe's main online platform for school education. Having been enriched in 2016 by a range of new services such as the Teacher Academy and the European Toolkit for Schools, the platform will propose new and attractive, multifaceted and useful content for school education stakeholders. Special attention will be given to enhancing the online course offering under the Teacher Academy. Among others, the development of a training course on citizenship education will be considered. This will aim at empowering teachers in dealing with today's more diverse classrooms and in bringing into practice the Paris Declaration principles, with particular attention to promoting inclusion, fundamental values, civic and social competences and non-violence. Another key goal in 2017 will be to reinforce the engagement of National Agencies in actively promoting the platform and contributing to its content (including material for online courses).

The collaborative platform EPALE (Electronic Platform for Adult Learning in Europe) will develop further the discussion and exchange of good practice between stakeholders involved in areas such as developing adults' basic skills, work based learning and practices targeting adult refugees. EPALE will carry on establishing its user-base through the work of the EPALE Central Support Service and the 39 National Support Services, to develop the EPALE community and increase the number of themes and discussions, with the continuous aim of improving the quality of the adult education sector. EPALE's community features, communities of practice and collaborative spaces will be further promoted and will provide the adult learning community with better means to share ideas, discuss best practices and work together on common issues. These new features are continuously complemented with thematic areas and tagging, making it easier for users to find the content that interests them the most. EPALE will also play an important role as a policy tool, in particular with regard the new Skills agenda and the review of key competences.

The Jean Monnet activities funded by Erasmus + will aim to increase interest in understanding and participating in the European Union leading to a more active citizenship. Jean Monnet activities will continue to reflect the political priorities of the Commission, as it has done so far with conferences and seminars devoted to themes such as migration, justice and fundamental rights, and EU as a stronger global actor. Being the major programme at European level supporting studies on the European Integration process, its outputs can be an important contribution to the reflections on the future of Europe. The recommendations formulated by the Jean Monnet Community will also be taken into account in shaping the Programme.

Lastly, following the adoption of the New Skills Agenda for Europe on 10 June 2016, DG EAC will prepare in the course of 2017 several key documents with a view of boosting employability competitiveness and growth across the EU (see part 1A). In addition, a public consultation will be launched between January and March 2017 and a series of seminars and meetings will be organised throughout 2017 including a Key competence Conference which is foreseen in June 2017.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment

Specific objective 2.1: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society

Related to spending programme Erasmus+ (Education and Training)

Main outputs in 2017:

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of individual Mobility of Staff (HE - VET - Schools - Adult)	90 191
	N° of students Mobility HE	270 000
	N° of Learners Mobility VET	87 227
	N° of Erasmus Mundus Joint Masters	4 000
	N° of Masters Student loan guarantee facility	27 620
	N° of operating grants for National Agencies (NAs)	55
Key Competences Conference	Organisation	June 2017

Relevant general objective 1: A New Boost for Jobs, Growth and Investment

Specific objective 2.2: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between education and training providers and other stakeholders

Related to spending programme Erasmus+ (Education and Training)

Main outputs in 2017:

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of Strategic partnerships (School education and Adult learning)	3,026
	Knowledge alliances/Sector Skills Alliances	48
	N° of Web platforms	4
Communication actions	N° of registered users of webplatforms (mainly teachers and school education staff, adult educators, higher education)	500.000 ³⁰
University-Business Forum	Organisation	Q4 2017

³⁰ This number includes the registered users of eTwinning, SEG and EPALE.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment

Specific objective 2.3: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency³¹ and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning .

Related to spending programme
Erasmus+ (Education and Training)

Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target for 2017
Policy Framework on promoting social inclusion and common EU values through formal and non-formal learning	Finalisation of Policy Framework	Developed by ET2020 WG by Q4 2017
Online compendium of good practices	Number of good practices on-line	80 good practices online by end 2017
ET 2020 group meetings (6 groups)	Number of meetings	18
ET 2020 peer learning activities (PLAs) and reports	Number of PLAs/reports	8

³¹ The Union transparency aspect is under DG EMPL responsibility.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.4: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in education and training by increasing the attractiveness of European higher education institutions		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of international Student and Staff Mobility	30,000
	N° of international students in master degree	3,000
	N° of international HE and Youth Capacity Building projects	168

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.5: To improve the teaching and learning of languages and promote the Union's broad linguistic diversity and intercultural awareness		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Individual participant report	Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 96% VET: 87%
Cooperation with the Council of Europe ³²	Implementation of the cooperation	Q4 2017

³² In particular on teaching practices in multilingual classrooms, assessment methods and linking pedagogies to the Common European Framework of Reference for language competences (RELANG project)

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.6: To promote excellence in teaching and research activities in European integration through the Jean Monnet activities worldwide		Related to spending programme Erasmus+ (Education and Training)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of students receiving training through Jean Monnet activities	285,000
On-line reporting for the Jean Monnet activities	N° of countries where Jean Monnet activities have been performed successfully	88 ³³
Annual Jean Monnet conference	Organisation	Q4 2017

³³ The initial target of 82 for 2017 has been raised given the unexpected success of the last calls.

2. Youth

In the domain of youth, activities will focus on the contribution of youth work and non-formal and informal learning activities to addressing the transition from youth into the labour market and to adulthood. The youth unemployment rate in the EU increased by about 50% since the financial crisis hit - from 15.8% in 2008 to 23.5% in 2013, before receding to 21.4 % at the end of 2014 - making it one of the groups that have been worst affected by the crisis. However, in July 2016, the youth unemployment rate was 18.8 % in the EU-28 and 21.1 % in the euro area, compared with 20.2 % and 22.1 % respectively in July 2015.

On the occasion of the Bratislava Summit in September 2016³⁴, the heads of State or Government of the 27 agreed on the Bratislava Declaration and Roadmap, which sets out the objective of creating a promising economic future for all, safeguard our way of life and provide better opportunities for youth. As a concrete contribution to the Bratislava Declaration, the Commission Communication 'Investing in Europe's youth' adopted on 7 December 2016 highlighted all the work done recently by the European Union for young people, on employment, education and mobility.

In 2017, DG EAC will be involved in the launch and implementation of the **European Solidarity Corps** which consists of two complementary strands. The volunteering strand offers young people the opportunity to carry out full time voluntary service and the occupational strand provides young people with an opportunity for a job, traineeship or apprenticeship in a wide range of sectors engaged in solidarity activities.

The **European Voluntary Service** will be the main implementing instrument of the volunteering strand of the European Solidarity Corps, by providing important parts of its current structure and opportunities. The European Solidarity Corps will benefit from the 20-year experience the Commission has acquired in managing the European Voluntary Service as a cross-border volunteering activity. Furthermore, in 2017 the European Voluntary Service will be complemented by a new format of activities aiming at generating stronger and systemic impact, thus going beyond supporting individuals and organisations.

Under the EU Youth Strategy, building on the Bratislava declaration and Roadmap and the EU Work Plan for Youth 2016-2018, **involving young people in the policy shaping process** will remain a priority. The **Structured Dialogue**, the only large scale and long term participation scheme in Europe to make young people's voice heard in the European policy-shaping process will enter into its VI cycle. Since 2012 it has mobilised more than 170.000 young people. The **New Narrative for Europe** is an additional opportunity for young people to express their views on Europe's today and tomorrow which has reach 100.000 people. Topics emerging from the ongoing discussions both in events and online are about youth employment, freedom of movement and security, environment and how the

³⁴ <http://www.consilium.europa.eu/en/press/press-releases/2016/09/16-bratislava-declaration-and-roadmap/>

EU can engage and work more effectively towards its citizens. To complement the Structured dialogue and the New Narrative the Commission has started and will continue to develop the "**One million outreach**" initiative³⁵, an informal bottom up process supported by social media involve young people from all backgrounds in particular, those not yet familiar with political participation. In 2017 the Commission will consult young people on the priorities of future policy making in the framework of the One million outreach initiative building on the results of a 2016 pilot phase on volunteering.

In line with the EU political priorities and new initiatives on youth, the 2017 European Youth Week will be articulated around the theme of young people's social commitment and solidarity in Europe and will be an occasion to actively present and promote the new scheme of President Juncker on young people's volunteering and solidarity, alongside and in synergy with the Erasmus 30 years' celebration and the consultation of stakeholders on the renewal of the EU Youth Strategy after 2018.

Priorities in the youth field will also take into account recent political developments, such as the European Security Agenda. These call for greater attention to inclusion of youth at risk, emphasise democratic values and diversity and the prevention of violent radicalisation.

Given the importance of youth mobility in the Growth and Jobs strategy, the 3rd Conference of the European Platform on Learning Mobility in the Youth Field (EPLM) is planned in autumn 2017 and will tackle the issue of quality in mobility schemes, including links between formal and informal learning.

³⁵Commissioner Navracsics pledged to engage with 1 million young people by 2019 during the European Parliament hearing in December 2014.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.7: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in the field of youth including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity		Related to spending programme Erasmus+ (Youth)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of participants in Youth Exchanges	67,900
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of participants in European Voluntary Service projects	12,000
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of youth workers participating	22,700
Expert Group on youth work for active citizenship, preventing marginalisation and violent radicalisation	Toolkit for youth workers on preventing violent radicalisation	Q1 2017
Platform on the European Solidarity Corps on the EU Youth Portal	Finalising the 1 st phase: matching tool communication campaign web app. Launch of the 2 nd phase: roll-out of the European Solidarity Corps.	June 2017
Group on digitalisation and youth	Report including basis for training modules aimed at upskilling youth workers on digital youth work and on the risks, opportunities and implications of digitalisation, and recommendations to policy-makers.	Q4 2017

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.8: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between organisations in the youth field and other stakeholders		Related to spending programme Erasmus+ (Youth)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	Number of strategic partnerships	2,040

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.9: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level		Related to spending programme Erasmus+ (Youth)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.)	N° of structured Dialogue projects	160
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of operating grants to European Youth NGOs	71
Youth Monitor on 41 youth indicators	Completion of the update	Q4 2017
6 th cycle of Structured Dialogue	Launch of the cycle	July 2017

with young people		
Adoption of the WP	N° of support to Eurodesk	35
Organisation of the Forum	Development of the European Youth Forum	1
Youth wiki completion	Launch of the website	Q4 2017
8 th edition of European Youth Week	Organisation of the event	May 2017
Assessment of the event	Number of people attending the 8 th European Youth Week	150,000 participants
Handbook on youth work quality systems and frameworks in the EU	Completion	Q1 2017

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.10: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in the field of youth in particular as regards the role of youth workers and support structures for young people.	Related to spending programme Erasmus+ (Youth)	
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual WP	N° of capacity building projects (international dimension)	65
Partnership between the European Union and the Council of Europe in the field of youth – particular focus on cooperation with EU neighbourhood	Contribution to a Conference on countering violent radicalisation, supporting development of youth knowledge networks in neighbour countries	Throughout 2017

3. Sport

The objectives of the Treaty in the area of sport will equally be pursued in 2017, including through the implementation of the Sport Chapter of Erasmus+ 2014-2020.

Following the Commission's report on the implementation of the second EU Work Plan for Sport 2014-2017, the Council will adopt a new EU Work Plan in May 2017 which will set out priority areas for cooperation regarding sport's social, economic and organisational dimensions.

The annual European Week of Sport will be implemented for the third time in 2017, in cooperation with participating countries and partners of the Week, in order to encourage participation in sport and physical activity and raise awareness about the numerous benefits of both. Through Erasmus+ specific funding is foreseen to support the Week in the Member States. As from 2017 onwards, the Week will take place on a fixed date (23-30 September). The coordination by the Commission will serve to maximise the mobilisation of public authorities at European, national and local level, the private sector and actors of sport in order to ensure a substantial impact on the ground.

Priority will be given to a continued promotion of good governance in sport, including the further development of the pledge board, initiated in September 2016.

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

A European Award for social inclusion in sport will be created by the Commission. A first event could be organised in 2017.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.11: To support good governance in sport and dual careers of athletes		Related to spending programme Erasmus+ (Sport)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual WP	N° of cross-border projects to improve good governance and dual careers	39
EU Sport Forum	Organisation of the Forum	March 2017

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.12: To tackle cross-border threats to the integrity of sport, such as doping, match-fixing and violence, as well as all kinds of intolerance and discrimination		Related to spending programme Erasmus+ (Sport)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual WP	N° of cross-border projects to combat threats to sport	40
Other important outputs		
Output	Indicator	Target for 2017
Conclusion of the Council of Europe Convention on the manipulation of sports competitions	Adoption of the proposal	Q1 2017

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 2.13: To promote voluntary activities in sport, together with social inclusion, equal opportunities and health-enhancing physical activity through increased participation in, and equal access to sport.		Related to spending programme Erasmus+ (Sport)
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Effective implementation of the Erasmus+ 2017 Annual Work programme	N° of cross-border projects to enhance social inclusion	168
3 rd European Week of Sport	Organisation of the event	23-30 September 2017
European Award for social inclusion	Organisation and attribution of the award	First half 2017

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

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

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 3.0 MSCA: To ensure an efficient and effective implementation of the programme		Related to spending programme H2020
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
MSCA+ 2018-20 WP	Adoption	Q4 2017
Effective WP management	Budget execution	100% ³⁶
	N° of calls published	5
Other important outputs		
Output	Indicator	Target for 2017
MSCA Mid-term evaluation report	Adoption of the report	Q3 2017

³⁶ EU28

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 3.0 EIT: To ensure an efficient and effective implementation of the programme		Related to spending programme H2020
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
2018 EIT WP	Adoption	Q3 2017
Effective WP management	N° of grant agreements signed	6
	SME participation in KIC partnerships	40%
	N° of communication and outreach activities	At least 10 newsletters published and at least 3 stakeholder events held.
	Budget execution	100% ³⁷
Other important outputs		
Output	Indicator	Target for 2017
Report on EIT mid-term evaluation ³⁸	Adoption of the report	1 st half 2017
Revision of the legal basis	Drafting of the proposal	Q4 2017
2015 discharge process	Acceptance of the discharge	Q4 2017

³⁷ EU28

³⁸ EAC/2015/013

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

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

The MSCA will continue to invest in the skills and competences of excellent researchers to enable them to face forthcoming challenges. MSCA have a proven track record of success in boosting employment of young researchers.

Given the success of the instrument, in 2017, a MSCA Presidency conference will be organised by the Maltese Presidency. In addition, the Commission will organise several events (conferences and workshops) dedicated to the MSCA, and to contribute to leading research conferences. This will be an opportunity to disseminate concrete results of MSCA-funded projects that strengthen centres of research and innovation excellence around the EU, contribute to Europe's competitiveness and world-wide attractiveness.

A mid-term assessment of MSCA which will provide input to the evaluation of H2020 activities in the context of the initiative EU budget focused on results (BFOR)³⁹ is due in 2017. This should contribute to improving implementation and provide a solid evidence base for designing future activities and initiatives in the period 2018-20 and beyond.

³⁹ http://ec.europa.eu/budget/budget4results/index_en.cfm

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 3.1: Excellent science – Marie Skłodowska-Curie actions – To ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions		Related to spending programme Horizon2020
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Implementing projects	N° of grants awarded	1,700
Effective implementation of the MSCA 2016-17 Annual Work programme	N° of Researchers, including PhD candidates, funded through the MSCA	34,000 researchers (cumulative figures for 2014, 2015, 2016 and 2017) 9,000 researchers for 2017
European Researchers' Night	Organisation of the NIGHT	Q4 2017

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

The European Institute of Innovation and Technology (EIT) will further push its mission of integrating higher education, research and business. In 2017, the total budget for operational activities to be implemented by the EIT amounts to 300 M€. The EIT will continue to extend the KIC model and will initiate the preparations in 2017 for the designation in 2018 of one additional KIC in the field of "Urban mobility" (subject to the outcome of the EIT mid-term evaluation). The thematic areas of the new KICs are designed to contribute to the delivery of the Europe 2020 agenda. They present an excellent knowledge base and the potential to further strengthen Europe's innovation capacity.

The ongoing evaluation of the EIT activities will be finalised in 2017, covering the period of 2011-2016, and will contribute to the H2020 mid-term evaluation. The evaluation will assess the work of the EIT and the work of the KICs insofar as it is relevant to the implementation of the EIT's mission. This will be an opportunity to disseminate the results and impacts of the EIT's first six years of operation.

DG EAC is the EIT's parent DG and has a supervision and support role. The supervision is conducted under the terms of the EIT partial financial autonomy and includes ex ante checks on EIT's grants and high value procurements (over EUR 60.000). The support role entails support in strategy, operational, budget, HR and liaison issues, among others. DG EAC organises annual Commission services' – EIT meetings and leads the coordination of the EIT's work with the wider Commission's political priorities.

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 3.2: The European Institute of Innovation and Technology – To integrate the knowledge triangle of research, innovation and higher education and thus to reinforce the Union's innovation capacity and address societal challenges		Related to spending programme Horizon2020
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Setting-up of 1 new KIC	Signature of start-up grant agreement with new KIC	1 by end 2017
EIT financial autonomy	Assessment report	Completion of assessment report by end 2017
Meeting between the Commission, EIT and the KICs	Organisation of the meeting	1 st half 2017
Establishment of an "EIT House" in Brussels, unifying Brussels operations of KICs and EIT	Established	Q3 2017

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

Based on the priority for Jobs and Growth of the European agenda for Culture DG EAC in 2017 will further support the implementation of the Work Plan for Culture 2015-2018 and related recurrent activities such as expert groups operating under the Open Method of Coordination. A number of new actions will be closely linked as well to the Digital Single Market.

In line with its specific objective, DG EAC will continue to devote attention to follow-up on the Digital Single Market (DSM) initiative⁴⁰ and the negotiations of a second package of proposals for a revision of the copyright rules. The current EU framework on copyright, comprising of more than 10 Directives, mostly date back to 2001 and is not always adapted to the digital landscape. This is why the Commission has set out proposals on the modernisation of copyright to increase cultural diversity in Europe and content available online, while bringing clearer rules for all online players. The second copyright package adopted in 2016 includes 1 Regulation on the on-line transmission of TV and radio programmes and 1 Directive covering several aspects of copyright in the DSM. The proposals also bring tools for innovation to education, research and cultural heritage institutions.

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

Lastly, in 2017, the programme will be half-way through its 7-year implementation period. An evaluation will be launched in order to allow to possibly adapt the implementation of Creative Europe as necessary (including to any political development that might occur, also in coincidence with the mid-mandate of the Juncker Commission); and it will feed into the preparations for the Commission proposals for the support to the cultural and audiovisual sectors after 2020.

An impact assessment will be carried out in 2017 to help gathering evidence with a view to adopting a new EU funding scheme to support the cultural and creative sectors after 2020. This work will focus on the impact this new funding scheme might have as well as on its European added value. An ex-post evaluation will also be carried on the two cities that have held the title of European Capital of Culture in 2016 with a view to evaluating the impact it had on them.

Lastly, DG EAC will be in charge of the organisation of the European Year of Cultural Heritage 2018. Its overall objective will be to encourage the sharing and appreciation of Europe's cultural heritage, to raise awareness of common history and values, and to reinforce a sense of belonging to a common European space.

⁴⁰ COM/2015/0192

The European year is an opportunity to underline the social and educational value of heritage, its economic significance, and its role in raising the profile of the EU in the world. This will be the only European Year under the Juncker Commission. It is an opportunity to gain a high visibility, leave a strong legacy and take the lead of an action that cuts across many policy fields within the Commission, in the Member States and internationally.

DG EAC will coordinate the European Year activities at the European and international level. Key activities in 2017 will consist in preparing a communication strategy, including a logo and a website, launch a Eurobarometre to survey the relations of European citizens with heritage, and organise a launch conference. Preparatory meetings will also be organised with the national coordinators of the Year designated by the EU Member States, with stakeholders and with key international organisations (Council of Europe, UNESCO).

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
DG EAC Specific objective 4.0: To ensure an efficient and effective implementation of the programme	Related to spending programme Creative Europe	
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
1 st revision of the 2017 WP	Revision	Q1 2017
Creative Europe 2018 WP	Adoption	Q3 2017
Effective WP management	N° of grant agreements signed	2073 (total Creative Europe) ⁴¹ 150 (Culture sub-programme) 46 (Cross-sectoral)
	N° of procurements signed	34 (total Creative Europe) ⁴² 22 (Culture sub-programme) 8 (Cross-sectoral)
	Budget execution	100% ⁴³
Other important outputs		
Output	Indicator	Target for 2017
Interim evaluation of Creative Europe ⁴⁴	Adoption of the report	End 2017
Ex-post evaluation of the 2016 ECOC ⁴⁵	Adoption of the report	End 2017

⁴¹ Partly executed by DG CNECT (MEDIA sub-programme)

⁴² Partly executed by DG CNECT (MEDIA sub-programme)

⁴³ EU28

⁴⁴ EAC/2016/006

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.1: To support the capacity of the European cultural and creative sectors to operate transnationally and internationally		Related to spending programme Creative Europe
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator (CULTURE Sub-Programme)	Target for 2017
Development of peer learning	N° of cooperation measures	44
Providing capacity building	N° of European networks	10
Development of a structure for international professional development	N° of European platforms	4
Effective implementation of the Creative Europe 2017 Annual Work programme	N° of special actions* launched, such as Prizes, ECOC, European Heritage label (In the special action output, the Melina Mercouri Prize (1,5 EUR Million) will be awarded each year to the European Capitals of Culture- ECOC)	7
2018 European year of Cultural Heritage	Preparation of the activities (incl. coordination with other DGs)	Throughout the year
European Culture Forum	Organisation	End 2017

⁴⁵ 2016/EAC/015

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.2: To support transnational policy cooperation in order to foster policy development, innovation, creativity, audience building and new business models		Related to spending programme Creative Europe
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Transnational policy cooperation and support	N° of Network of Creative Europe desks	38
Appointment of the experts	N° of studies, evaluations and policy analysis (includes also the subsidy for the European Audiovisual Observatory)	6
Events dedicated to policy development and EU Presidencies	Organisation of Conferences, seminars and policy dialogue	6

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.3: To strengthen the financial capacity of small and medium-sized enterprises and organisations in the cultural and creative sectors in a sustainable and balanced way across countries and sectors		Related to spending programme Creative Europe
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target for 2017
Development of a Cultural and Creative Sectors Facility	Loans provided by banks to operators	705
Capacity building workshops	Organisation of workshops	6

Relevant general objective 1: A New Boost for Jobs, Growth and Investment		
Specific objective 4.4: To promote the transnational circulation of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups		Related to spending programme Creative Europe
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator (CULTURE Sub-Programme)	Target for 2017
Support to international touring	N° of cooperation measures	66
Promotion of networks of professionals from different sectors	N° of European networks, such as those promoting audience building	15
Effective implementation of the Creative Europe 2017 Annual WP	N° of European platforms, such as those fostering international careers	6
Effective implementation of the Creative Europe 2017 Annual WP	N° of literary translations and promotional support	45
Communication actions dedicated to Special actions	N° of Special actions, such as Prizes, ECOC, European Heritage label	11

E. Corporate activities (general objective 11)

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

The Library and e-Resources centre aims to develop and deliver high-quality and innovative information services to support Commission staff in evidence-based policy development and decision-making processes. Over the past few years – in addition to its traditional activities – the Library has significantly extended its digital collections, provided reference services and implemented tools to improve the search and discovery experience. In 2017, the Library and e-Resources centre will focus on the implementation of a new – cloud based – management system, pursue its objective of becoming a user-centric Library (by introducing the concept of Demand Driven Acquisition) and introduce a client management system for its Reference Service.

The EC Traineeship Programme aims to attract the best and brightest from a variety of educational, social and geographical backgrounds to offer them a relevant learning experience on the EU, its policies and work methods.

To the purpose of selecting trainees, it

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

To the purpose of managing traineeships, it

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

It also manages the budget and financial contracts for the programme on and has 13 Service Level Agreements with other agencies and services to organise traineeships on their behalf.

As from 2016, the Office is undertaking a reform introducing new activities and changes to the legal base together with other services to enhance its performance, making selections more smooth, increasing the learning and events on offer and to develop a new activity, namely for trainees as ambassadors after their traineeship.

LIBRARY AND E-RESOURCES CENTRE OF THE COMMISSION:

Relevant general objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents

Specific objective 5.1: To develop and deliver high quality and innovative information services to support Commission staff in evidence-based policy development and decision making processes

Main outputs in 2017:

- Implementation of a new – cloud based – Integrated Library Management System
- Introduction of an electronic platform allowing Demand Driven Acquisition
- Introduction of a client management system for the Reference System

Other important outputs

Output	Indicator	Target
<ul style="list-style-type: none"> • Consultation of the Library's search tool Find-eR. • Downloads from the Library's electronic collections. 	Number of searches run in Find-eR. Number of downloads from the Library's electronic collections.	<ul style="list-style-type: none"> • Number of searches in Find-eR: ≥ 200 000. • Downloads from electronic collections: ≥ 190 000.
<ul style="list-style-type: none"> • Library collections, mostly composed of electronic periodicals, e-books and on-line versions of daily press. 	Percentage of acquisition budget spent on electronic information sources	Target (July 2020): 70% of all acquisitions are e-resources.

TRAINEESHIPS OFFICE

Relevant general objective 11: To provide university graduates with working experience within the European Public Administration and to prepare them for possible future cooperation with the European institutions, inside or outside the EU, through the traineeship programme

Specific objective 5.2: To develop and deliver high quality and innovative information services to support Commission staff in evidence-based policy development and decision making process

Main outputs in 2017:

- Adoption of a new legal base
- Revising selection process (pilot phase)
- Launch of alumni activities

Other important outputs

Output	Indicator	Target for 2017
Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication with candidates, VBB)	<ul style="list-style-type: none">• number of evaluations• number of appeals	<ul style="list-style-type: none">• 40.000 evaluations per year• less than 100 appeals
Events and trainings for trainees Guidance and support to trainees, advisors and coordinators	<ul style="list-style-type: none">• satisfaction of trainees	<ul style="list-style-type: none">• at least 90% of trainees satisfied

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

This section of the management plan deals with internal aspects of the DG's activities. Indicators are monitored by senior management periodically during the year through scoreboards. What follows is a short selection of those which will receive particular attention during the year. If not specified otherwise, baselines relate to 2014 and targets were set by senior management based on a realistic trend assumption.

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

DG EAC will join the second pilot phase starting on 16 January 2017/will move to the new way of working from July 2017. DG EAC will be supported by AMCx which will serve the following group of DGs: AGRI, EAC, ENER, MARE, MOVE, RTD and SANTE.

(1) Progress on strategic targets set for 2016-20

The strategic target for female representation in middle management is 40% by 2020. The 2015 baseline was 33,3%. The figure at 1 November 2016 is 35%. While recalling that even small organisational changes can affect this statistic greatly we can say that we are still on target to meet the 2020 strategic goal in this area, as shown by the high percentage (75%) of female first appointments to middle management positions.

The strategic target for staff engagement by 2020 was modest – coming to within 2% of the Commission average – and has been significantly exceeded in 2016; DG EAC is now in line with the Commission average. In this context we might note that envisaged actions to drive improvement in this area (notably better knowledge sharing and the 360° management learning exercise) were subjects of major investment in 2015. It remains to be seen if the improved performance can be sustained on a year-to-year basis.

There have been numerous actions to improve wellbeing in 2015 and using the 11 questions under "Wellbeing" of the 2016 staff survey as an indicator, EAC is on a mostly positive trajectory in relation to how colleagues feel at local level. Questions such as "I find the working atmosphere pleasant" (73% positive) and "I am treated fairly at work" (72% positive) improved by 15 and 11 percentage points respectively since the 2014 staff survey. Scoring an 85% positive response is the question "I have good supportive working relationships with my close colleagues and team members". There are weaker scores, however, to the questions on health and the promotion of physical activity.

(2) Priority actions for 2017

Actions are proposed based on a parsing of the statement of the DG's objective: *The DG **deploys effectively its resources** in support of the delivery of the Commission priorities and core business, has a **competent** and **engaged** workforce, which is driven by an effective and **gender-balanced management***

and which can deploy its full potential within **supportive** and **healthy** working conditions.

The elements shown in bold above are proposed for special attention in 2017. The table is self-explanatory with one exception: gender-balanced management. The proposed approach is to promote gender-balanced management in the medium term while including actions, such as seminars encouraging women to apply for management posts. It is worth noting though that such actions risk causing frustration in the short term, when there are very few posts coming on offer across the Commission.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Main outputs in 2017:

Output	Indicator	Target for 2017
<u>Effective deployment of resources</u>	30 colleagues benefited from internal mobility with the agreement of all parties concerned	Same target in 2017 following the reorganisation of DG EAC and the political priorities of the DG
<i>Rapid action to fill vacancies</i>	Number of vacant posts without follow-up for more than 4 weeks	0
<u>Competent workforce</u> Meaningful L&D investment throughout the year in close collaboration with line managers	Responses to questions 33 to 36 in the general staff survey	EAC's scores as good as or better than the Commission average on each question
<u>Engaged workforce</u> All actions designed to make EAC into a service characterised by trust, empowerment and pride in our work, using especially the tools of management learning (training and coaching) and team development (team coaching)	The staff engagement index produced by DG HR based on answers to 7 items in the general staff survey.	At or above the Commission average
<u>Gender-balanced management</u> All quality of work life actions designed to make a management career attractive to both women and men, including an in-house seminar for AD women on the MM	Gender-distribution of applications by women and men in EAC for management posts anywhere in the Commission	A 10% move towards gender balance in applications for management posts. In 2016, there was one selection procedure for HoU in EAC.C2 and there were 9 applications by women out of 20 in total (nearly 50%). Organisation of an in-house seminar for AD women

career		(Deputy HoU, HoS and other high flyers) on the MM career by end-2017. (target 10% for 2017 increasing to 20% in 2018) (currently 6,4% of women AD are Deputy HoU or HoS)
<u>Supportive organisation</u> Organisation of wellbeing actions jointly by staff and management: <ul style="list-style-type: none"> ▪ Family@work day 2017 ▪ Christmas party 2017 EAC social club	New survey question to all EAC staff: <i>I feel that management in EAC cares about my wellbeing</i> (adapted from item 16 in the general staff survey)	A 50% positive score In January 2017, DG EAC will be reorganised. Planned office space will take into account ergonomic principles conducive to better working conditions. Dedicated workshops on wellbeing (healthy eating, sitting postures in front of the PC, simple stretching exercises in the office, etc.) will be organised in 2017
<u>Healthy organisation</u> Short coaching sessions on managing stress and developing resilience Lunchtime session on wellbeing at work	New survey question to all EAC staff: <i>I feel that management in EAC cares about my health</i> (adapted from item 17 in the general staff survey)	A 50% positive score <ul style="list-style-type: none"> • Organisation of a lunchtime session on wellbeing at work by end-2017 DG EAC in association with the Medical Service will organise an EAC Health Day in the 1Q of 2017 in order to raise awareness of health issues linked with the work environment An action plan (including indicators) is currently in preparation and will be presented to the Directors' Board in January

B. Financial Management: Internal control and Risk management

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

Early signature of delegation agreements with NAs will in particular have a direct effect on the amounts needed. Due to the low payment ceiling in the Multiannual Financial Framework 2014-2020, Deficit Reduction Measures (DRM) were implemented in 2014-2015 to mitigate the shortages in payment appropriations available. As in 2016, the level of payments voted in 2017 should correspond with the needs identified to cover legal obligations under general objectives 1-A and 1-B and the DRM will therefore not be applied in 2017 neither (i.e. only 2 pre-financing payments will be made to the NAs in 2016 respectively for 70% and 30%).

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

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

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2017:

Output	Indicator	Target for 2017
Annual Activity Report (2014 baseline: no reservation by DG EAC)	Multiannual residual error rates respectively for indirect management through NAs, direct management through EACEA and REA, and direct management by the DG	≤ 2%

Objective 2: Effective and reliable internal control system in line with sound financial management.

Main outputs in 2017:

Output	Indicator	Target for 2017
Monthly report to DSC in the Dashboard and Budget Execution Report - (2014 baseline - December: 100% and 99% respectively)	Budget implementation: commitments and payments by the DG	Max difference of 7 percentage points between execution and forecast
Monthly report to DSC in the Dashboard (2014 baseline - December: 18 days)	Average payment time in days since start of the year	Max 25 days
Reported bi-annually to DSC (baseline available as of 2016)	Time for DG EAC to inform and time to award grants following calls for proposals	Max 6 months between call deadline and communication of award decision to applicants. Max 3 months between award decision and legal commitment

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

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

Main outputs in 2017:

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

C. Better Regulation

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

In the framework of the organisation of the Juncker Commission, the objective of this activity is to ensure that a coordinated and combined effort among all entities

concerned in the Commission facilitates synergies between policies and programmes, and collaboration between all DGs involved.

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

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

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

Main outputs in 2017:

Output	Indicator	Target for 2017
Reported regularly to Directors' Board (DB) (2014 baseline – no CWP item planned)	Timely adoption of the items of the Commission Work Programme with DG EAC as lead service	All items to be adopted on time as planned by the Commission

The DG will launch in 2017 seven new evaluations. The work will continue on the ongoing six evaluations and six recently finished evaluations⁴⁶ will be followed-up. The results of evaluations, studies and projects developed under DG EAC's programmes will continue to be valorised as sources of evidence for future policy making.

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

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

Main outputs in 2017:

Output	Indicator	Target for 2017
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 8)	Number of evaluations active in current year, in delay by more than 1 month	Max.1
Reported quarterly to	Number of impact	Max.1

⁴⁶ http://ec.europa.eu/dgs/education_culture/more_info/evaluations/index_en.htm#_themes=any#_years=any

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

D. Information management aspects

In 2017 the focus will be on the following actions:

- Contributing to the Synergies and Efficiencies project (specifically, as regards the new mail delivery system), through the promotion of the eSignatory (see indicator I with new target set), the use of only electronic documents and workflows and the use of ARESLOOK.
- In the same context, reducing the amount of (closed) paper files kept by units by encouraging them to transfer those to the Intermediate Archives of DG EAC. For this purpose, specific actions will be targeted to members of staff so that they close official files as soon as they need to be closed (see indicator II).
- Simplifying processes of key tasks and extending the use of online tools and off-line initiatives. This will stimulate staff engagement towards a cultural shift promoting transparency, knowledge sharing and a more efficient flow of information. Specifically:
 - Increasing the number of units using collaborative platforms from 65% in 2016 to 95% at the end of 2017
 - Increasing the number of official files shared with other DGs or with the whole Commission

In order to be compliant with the e-Domec rules, the use of e-signatory within the DG and the proportion of open files without use continue to be part of the monthly monitoring prioritised by senior management.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2017:		
Output	Indicator	Target for 2017
Monthly report to DSC in the Dashboard (2016 baseline – September: 84%)	Percentage of documents with e-signatory	Min 85% of total documents
Monthly report to DSC in the Dashboard (2016 baseline – September: 33%)	Percentage of open files without use in the last 12 months	Max 10% of the files created 12 months before

E. External communication activities

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

Important communication actions will focus on the support to the DG COMM steered Communication campaign on the **European Solidarity Corps, to which DG EAC contributes, as well as the all year campaign "From Erasmus to Erasmus+" celebrating the 30th anniversary of Erasmus**. A more detailed list with the main DG EAC communication activities planned for 2017 is provided below.

Dissemination and exploitation of results: DG EAC's Strategy for the Dissemination and Exploitation of Programme Results of April 2015 aims to select good practice examples and success stories for the Erasmus+ and Creative Europe programmes and to make the results available online through the respective Projects Results Platforms ("VALOR"). Since July 2015, some 4000 good practice examples and 300 success stories have been selected and flagged as such in DG EAC's Project Results Platform. Many of these are also visible on DG BUDG's application "EU Budget for Results". The selection of good practice projects and success stories will continue in 2017. 120 factsheets and 10 videos have been produced on the basis of the selected success stories while an additional 100 factsheets and 15 videos will follow in 2017, to be used on websites and social media to enhance awareness of DG EAC's programmes.

Websites: DG EAC will continue to manage and regularly update its 10 websites to inform stakeholders and the general public on its policies and programmes. In addition, DG EAC will continuously monitor user feedback on its websites to respond to user needs and adapt the sites accordingly. Event pages and news to a broad audience as well as user friendly online publications will promote DG EAC's activities. Monthly online newsletters, one covering DG EAC's activities as well as a specific Erasmus+ newsletter, will be published. Another priority will be the participation in the Commission-wide *Digital Transformation initiative*.

Social media: DG EAC uses this important tool to interact with a young, engaged audience and to generate interest in events, programmes and policies. The combined audience of the DG's social media accounts is more than 500,000 people, with Erasmus+ being the biggest DG-specific Facebook page in the Commission (nearly 300,000 followers). Live tweets at events and conferences, twitter walls, infographics, Facebook or Twitter campaigns and the promotion of thematic days are planned for programme and policy related events and Communication opportunities of DG EAC.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Main outputs in 2017:

Output	Indicator	Target for 2017
<p>European Solidarity Corps Campaign period: January-December 2017</p>	<ul style="list-style-type: none"> • Number of volunteers registered in the European Youth Portal registration tool 	<ul style="list-style-type: none"> • Minimum 25 000 persons registered
<p>2017 Erasmus+ campaign Campaign period: January-December 2017: 26 Jan. EC Press conference in Brussels; 12-15 June High level events in Berlin, Strasbourg, Varna; numerous national events all year;</p>	<ul style="list-style-type: none"> • Number of events in participating countries • Number of participants (estimate) in events • Reach of DG EAC's social media messages • Number of unique visitors to DG EAC Erasmus+ website • Number of persons aware of Erasmus+ programme / key messages 	<ul style="list-style-type: none"> • 20 % increase compared to 2016 • 10 % increase compared to 2016
<p>European Week of Sport 2017 Campaign period: September 2017: 23 Sept. EC Official Opening event; Additional high level Flagship event; numerous national events during the week;</p>	<ul style="list-style-type: none"> • Number of events in participating countries • Number of active participants in participating countries • Reach of DG EAC's social media messages • Number of unique visitors to DG EAC websites 	<ul style="list-style-type: none"> • 16 000 events taking place in participating countries • 10 million • 5 % increase compared to 2016 • 5 % increase compared to 2016
<p>European Youth Week 2017 Campaign period: April - May 2017: High level event/ conference/ workshops in Brussels; numerous national events during the week;</p>	<ul style="list-style-type: none"> • Number of events in participating countries • Number of persons (estimate) participating in events • Reach of DG EAC's social media messages 	<ul style="list-style-type: none"> • 1 200 events taking place in participating countries • 150 000 persons (estimate) participating in events • 10 % increase compared to 2016
<p>Erasmus+ and Creative Europe project promotion Period: January-December 2017</p>	<ul style="list-style-type: none"> • Number of selected good practice examples and success stories • Number of unique visitors on Project 	<ul style="list-style-type: none"> • 900 good practise examples and 100 success stories

<p>Project Selection Committees meeting all year; project promotion in policy and programme related stakeholder meetings;</p>	<p>Results Platforms for Erasmus+ and Creative Europe</p>	<ul style="list-style-type: none"> • 10 % increase compared to 2016
<p>MSCA 20 years anniversary campaign Campaign period: Nov. 2016-Nov. 2017:</p> <p>26-27 Sept. 2017: Science is wonderful – European Researchers' Night event in Brussels: Showcase of MSCA funded projects;</p> <p>29 Sept. 2017: European Researchers' Night events across Europe and beyond;</p>	<ul style="list-style-type: none"> • Number of visitors to events organised in targeted countries • Media impact in national newspapers • Reach of DG EAC's social media messages • Number of visitors of the MSCA website • Number of selected good practice examples and success stories • Number of visitors • Number of researchers and MSCA researchers involved • Number of selected good practice examples and success stories • Number of events • Number of visitors • Number of researchers and MSCA researchers involved 	<ul style="list-style-type: none"> • 2000 attendees in specific MSCA events organised in targeted countries • 10 articles in national newspapers • 10 % increase compared to 2016 • Increase of 5% of visitors of the MSCA website • 25 % increase compared to 2016 • 4000 people to be attended • 65 MSCA researchers directly involved • 40 events around Europe and beyond (in 25 countries) • Over 1 million visitors • Over 500 MSCA researchers within in a total of 20 000 • Number of people made aware: over 43 millions

Annual communication spending:			
Baseline (2016) in EUR		Estimated commitments (2017) in EUR	
1.Websites		1.Websites	
Policy websites (5)	601 555	Policy websites (4)	628 000
Programme websites (3)		Programme websites (3)	
Other websites (3)		Other websites (3)	
Subtotal	601 555	Subtotal	628 000
2.Social Media		2.Social Media	
Erasmus+ - FB + Twitter	300 790	Erasmus+ - FB + Twitter	333 200
Creative Europe - FB + Twitter		Creative Europe - FB + Twitter	
MSCA - FB + Twitter		MSCA - FB + Twitter	
Sport – Twitter		Sport – Twitter	
European Youth – FB + Twitter		European Youth – FB + Twitter	
Subtotal	300 790	Subtotal	333 200
3.Videos		3.Videos	
30 videos	432 660	1 video	50 000
Subtotal	432 660	Subtotal	50 000
4.Campaigns and Events		4.Campaigns and Events	
2017 Erasmus+ campaign	1 050 000	Engaging 1 million young people initiative	250 000
2016 EVS 20 years anniversary	150 000	New Narrative for Europe	150 000
Engaging 1 million young people initiative	125 000	European Week of Sport	980 000
New Narrative for Europe	350 000	Communication/promotion of European Prize for Literature 2017 and Heritage Prize	120 000
European Week of Sport	875 800	EAIE Higher Education conference Sevilla	95 000
Communication/promotion of European prize for Literature 2016 and Heritage Prize	100 000	20th anniversary of MSCA	400 000
EAIE Higher Education conference	95 000	Science is wonderful! European Researchers' Night	480 000
Launch of School Education Gateway	89 900	European Youth Week	750 000
Science is wonderful! European Researchers' Night	200 000	Culture Forum	55 000
20 th Anniversary of MSCA	145 220	All Communication activities and award ceremonies in the field of Culture 2017	357 000
European Youth event	50 000	2018 European year of Cultural Heritage	800 000
Culture Forum	54 000		

All Communication activities and Award ceremonies in the field of Culture in 2016	450 000	European Day of Languages	150 000
EU Studies Fair and Open Doors Day	55 000	European Language Label event	150 000
Subtotal	3 789 920	EU Studies Fair and Open Doors Day	55 000
		Subtotal	4 792 000
5.Support Material		5.Support Material	
Erasmus+ and languages	250 000	Promotional material	90 000
European Language Label info pack	67 750	Support for Dissemination of success stories	260 500
MSCA promotional items	95 000	Support for Graphic Design	207 000
Promotional material	230 000		
Support for Dissemination of success stories	275 500		
Graphic support	111 910		
Subtotal	1 030 160	Subtotal	557 500
6.Publications		6.Publications	
Production of publications (POP 2016)	120 100	Production of publications (POP 2017)	110 000
Storage and distribution	130 100	Storage and distribution	130 000
Subtotal	250 200	Subtotal	240 000
GRAND TOTAL 2016	6 405 285	GRAND TOTAL 2017	6 600 700

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

Efforts in 2017 will be pursued to preserve efficiency as policies and programmes integrated in 2014 are managed by different departments as a result of the organisation of the Juncker Commission. Coordination across DGs is required to jointly manage instruments contributing to the same objectives or areas, the cost of which has to be maintained within strict limits. This is implemented together with the DG for Employment and Social Affairs as regards the Erasmus+ programme with the DG for Communication Networks, Content and Technology, as regards the Creative Europe programme and with the DG for Research and Innovation as regards Horizon 2020. Efforts will be devoted further to implement in detail the arrangements as regards Erasmus+.

DG EAC applies the principle of economy in particular through the respect of appropriate procurement procedures so as to minimize the cost of inputs. Concerning efficiency and effectiveness, the DG has planned monitoring and evaluation work as mentioned in annex 3. Achievements concerning sound financial management will be presented in its Annual Activity Report.

DG EAC launched the implementation of the E-Procurement workflow for calls for tender (CfT) in an open procedure in June 2016. The project included the process from publication of the call, answering questions submitted by potential tenderers, electronic submission of the tender bids up to the management of the opening session. The introduction of the electronic procurement workflow gave some benefits in terms of time and active management of the calls. The key advantages identified are:

- A high degree of transparency;
- Proactive guidance of the user through the workflow steps;
- Rationalisation and standardisation of the process;
- High level of data confidentiality.

The implementation of the e-procurement tools will be continued and extended in DG EAC, in line with the technical progress provided by DIGIT, which means in practical terms;

- Ted eTendering (for publication) will be used for all CfT;
- E-submission (for electronic submission of tenders) is used for all open procedures and will be used for restricted and negotiated procedures as soon as available.

As regards the Erasmus+ programme, DG EAC will continue the efforts of simplification, modernisation, and knowledge sharing as well as strategic use of data. Some examples of projects to be deployed or continued in 2017 are: the gradual introduction of simplified online forms that improves accessibility, user-friendliness from applications; the enhancement of the communication platform among on Erasmus+ management bodies (NAconnECT) for improving among other information retrieval and the finalisation of the Erasmus+ dashboard that allows exploiting data on the programme in a continuous and user-friendly manner. Also DG EAC aims to modernise its financial processes in relation the management of National agencies by introducing end-to-end electronic workflows.