Management plan 2022

DIRECTORATE GENERAL FOR EDUCATION, YOUTH, SPORT AND CULTURE

Contents

INTRODUCTION

The Directorate-General for Education, Youth, Sport and Culture (DG EAC) develops policy actions contributing to a knowledge-based Europe that reconciles a competitive economy and an inclusive society. It fosters equity, excellence and agility in education systems, promotes culture as a catalyst for European values, stimulates competitive research and innovation, empowers young people to become active citizens in society, develops the European dimension in sport, and strengthens international cooperation.

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

The 2022 Management plan highlights the actions and outputs planned in order to achieve DG EAC's general and specific objectives[1] (part 1 of the Management plan), as laid out in its 2020-2024 Strategic Plan. DG EAC fulfils its mission under the leadership of Commissioner Gabriel responsible for DG Education, Youth, Sport, and Culture, in line with the overall objectives and political guidelines of the European Commission as laid out by President Von der Leyen. Its mission targets to contribute to a knowledge-based Europe with the aim to achieve a competitive economy that works for people and an inclusive society, while addressing both the green transition through the European Green Deal and the digital transformation. More specifically, DG EAC: contributes to promoting our European way of life, in matters relating to education, culture, youth and sport, and to A Europe fit for a Digital Age, in matters relating to digital education, research and innovation. Through the international dimension of the different policies, programmes and actions, DG EAC contributes to a Stronger Europe in the world, while constantly striving towards contributing to a new push for European democracy, particularly through youth actions.

Few policy areas are closer to the daily life and experiences of European Union (EU) citizens than education, culture, youth and sport. The COVID-19 pandemic has affected around 100 million learners and teachers and has tested not only the resilience of education and training systems across Europe but also the well-being of young people. In 2022, the safe resumption of cultural activities in Europe and the sustainable recovery of the cultural and creative sectors, dramatically hit by the crisis, will remain a key task for EU policy making in culture. This holds true, as well for athletes and sport amateurs with the cancellation of events and the closing of sporting facilities, bringing numerous small organisations in both sectors to the brink of disappearance.

The new Erasmus+, European Solidarity Corps, Creative Europe programmes and Marie Skłodowska-Curie Actions under Horizon Europe will involve a high degree of individual mobility that will be further reinforced and made greener. In this respect, the programmes

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

will be in a position to support a resumed demand for mobility in 2022 (provided the pandemic situation allows it). The programmes will continue to promote sustainability projects that spark innovative solutions. The European Institute of Innovation and Technology (EIT) and its Knowledge and Innovation Communities (KICs) under Horizon Europe will also play a key role in that regard, by further developing Europe's innovation ecosystem. DG EAC will also continue contributing to the New European Bauhaus, the "Soul of Europe" and a driving force that will bring the European Green Deal to life in an attractive, innovative and human-centred way. DG EAC's three flagship initiatives will continue to roll out in 2022 under the European Education Area, the Digital Education Action Plan, and the HealthyLifeStyle4All.

In line with President Von der Leyen's State of the Union Address, DG EAC will work on making "a year dedicated to empowering those who have dedicated so much to others" a reality, in the form of the **European Year of Youth**[2]. Confident about Europe's future and inspired by young people's drive for change, President von der Leyen emphasised that "if we are to shape our Union in their mould, young people must be able to shape Europe's future."

Three objectives have been identified for the European Year of Youth which aim to stimulate the efforts of the Union, its Member States and regional and local authorities to honour, support and engage with young people in a post-pandemic perspective:

- Firstly, highlighting how the green and digital transitions offer a new perspective and opportunities for young people and society as a whole;
- Secondly, encouraging all young people, especially those with fewer opportunities, to become active and engaged citizens, inspired by a sense of European belonging;
- Finally, promoting opportunities for young people, whether at European, national, regional or local level, to support their personal, social and professional development.

DG EAC will deliver on the following initiatives from the 2022 Commission Work Programme:

- A higher education package, consisting of a Commission Communication on a European strategy for universities and a proposal for a Council Recommendation on Building bridges for effective European higher education cooperation
- A recommendation on improving the provision of digital skills in education and training
- A recommendation on the enabling factors for digital education

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[2] Working together with other EU institutions, Member States, civil society organisations and young people, DG EAC will organise a number of activities throughout 2022 at European, national, regional and local level and consider new initiatives. The scope of activities will cover issues that mostly affect young people, following the priorities highlighted in the Youth Goals, such as equality and inclusion, sustainability, mental health and well-being, and quality employment. They will involve young people beyond the EU. The outputs – events and activities – are not yet know at time of drafting of this document.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

General Objective 1 – A European Green Deal

Specific Objective 1.1 – Promote behavioural change and support education towards a sustainable economy

The European Green Deal and **European Climate Pact** recognise the key role played by training and higher education institutions in engaging with pupils, parents, and the wider community on the changes needed for a successful transition. Supporting the green transition is a key dimension of the work towards the achievement of **the European Education Area** and the European Research Area, with actions ranging from the Education for Climate Coalition, to the proposal for a Council recommendation on education for environmental sustainability and the European Sustainability Competence Framework, to the greening of the **Erasmus+** programme which will guide our work in 2022.

The European Green Deal needs education and training, as well as research and innovation to drive the transition towards a Greener Europe. The **Education for Climate Coalition** aims at activating the potential of students, teachers and other players within the education systems to co-create and develop concrete solutions to facilitate green transition.

Environmental sustainability and climate goals will constitute a horizontal priority within the **European Solidarity Corps, and green practices will be promoted in all projects.** In 2022, the programme will support projects and activities aiming to protect and heal the natural world, to raise awareness about environmental sustainability and to enable behavioural changes linked to individual preferences, consumption habits and lifestyles.

In a follow-up to the launch of the **Marie Skłodowska Curie Actions** Green Charter in April 2021, the MSCA will promote sustainable research. The Actions will aim to further reduce the environmental impact of MSCA projects, to increase awareness on environmental issues, and to promote sustainable behaviours and policies.

In addition, the new **Researchers at Schools initiative** will encourage interactions with pupils at all levels of primary and secondary education, in EU Member States and Horizon Europe's Associated Countries. In particular, it will focus on research areas covered by the Green Deal with a view to raise awareness and encourage behavioural change in relation to sustainable practices.

In 2022, **the European Institute of Innovation and Technology** (EIT) and its Knowledge and Innovation Communities (KICs) partnerships will help accelerate the green transition through innovation, education and business support activities.

Sport contributes to the sustainability and circularity ideas championed in the European Green Deal. In 2022, the expert group on green sport established by the **EU Workplan for Sport** will continue to discuss the importance of designing environmentally sustainable

facilities, as well as how major sporting events can lead the way in achieving the ambitions set out in the sustainability agenda.

The implementation of the **Digital Education Action Plan** (2021-2027) is instrumental in helping achieve the objectives of the European Green Deal. The plan highlights digital technologies as enablers for the green transition, including for moving to a circular economy and decarbonising energy, transport, construction, agriculture and other sectors.

In line with the European Green Deal and under the **Council Work Plan for Culture,** the Commission created two working groups of experts from Member States to collaborate on two crucial interconnections: cultural heritage and climate change resilience, on the one hand, and culture and sustainable development goals, on the other. Final reports are expected by mid-2022 (sustainable development) and end of 2022 (climate change).

The **New European Bauhaus** brings a cultural and creative dimension to the European Green Deal. The communication on the New European Bauhaus emphasises the role that young people, education and the cultural and creative sectors play in the realisation of the Deal. It also announces the Commission's intention to undertake a series of actions in these domains.

Most of the **European Institute of Innovation and Technology (EIT) Knowledge and Innovation Communities (KICs)** are thematically relevant to the New European Bauhaus and are running a series of activities related to the initiative to mobilise stakeholders. As of January 2022, the EIT will launch the Acceleration of the New European Bauhaus start-ups: to identify the most promising European start-ups and scale-ups with innovative solutions.

Through its actions, the **Creative Europe Programme 2021-2027** mainstreams inclusion and diversity, promotes gender balance and makes Creative Europe greener. The Commission also launched a study in 2021 which is looking into how environmental, sustainable and proportional measures can be effectively and efficiently integrated into Creative Europe actions across the three strands of the programme (Culture, Media cross-sectoral strand). The results and recommendations will be available in the course of 2022.

General Objective 2 – Europe fit for the digital age

Promoting the **digital transition** in education and training is a key dimension of the work towards the European Education Area. In this context DG EAC will continue to implement the Digital Education Action Plan which puts digital education at the centre of Europe's educational landscape as it aims to close the digital divide and promote quality online learning in an inclusive and lifelong learning perspective whilst supporting education systems and institutions to develop their digital capabilities.

To this aim, throughout 2022, the Commission will engage in a structured dialogue with Member States on digital education and skills, to agree jointly on the key enabling factors to make digital education and training effective and inclusive. Based on the outcomes of this

dialogue, the Commission will, by the end of the year, put forward a proposal for a Council Recommendation on enabling factors for a successful digital education.

Also, the Digital Education Action Plan continues to contribute to the **Digital Compass** by focusing on achieving a high-performing digital education ecosystem and enhancing digital skills and competences. This will facilitate the development of a universal digital education for all learners across Europe; ensuring that 80% of adults have at least basic digital skills by 2030 and putting in place measures that enable the EU to create its own pool of digital talent which will include 20 million employed ICT specialists within the EU by 2030.

The objective of "**Shaping Europe's digital future'** strategy ensures a level playing field for businesses, big and small, and so is more important than ever for players in the cultural sector, especially in a time when the sector is recovering from the pandemic crisis.

The Commission has launched a structural dialogue with the culture and creative sectors on the topic of **understanding digital audiences**, with a special focus on performing arts and cultural heritage. Discussions will focus on lessons learned from lockdown-induced practices to understand existing digital audiences and engage new ones. Results are expected mid-2022.

Under the general objective of ensuring a level playing field for businesses, DG EAC will continue to contribute to relevant work streams to support **a favourable regulatory environment for the cultural sector and creators** (e.g. implementation of new copyright rules, collective bargaining agreements under competition law, equitable remuneration of performers, implementation of the IP Action Plan, revision of EU legislation on design, review of Database Directive, follow-up to Geoblocking Regulation review).

A – Digital Education Action Plan

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

DG EAC will focus on strengthening effective digital capacity planning, boosting infrastructure and connectivity, providing high-quality digital education content and secure platforms as well as enhancing the digital competences of teachers and educators.

The following actions will be implemented throughout 2022:

- The Commission will engage in a structured dialogue with Member States on digital education and skills, to agree jointly on the key enabling factors to make digital education and training effective and inclusive. The outcome of the dialogue will be included in a proposal for a Council recommendation which the Commission will put forward by the end of the year.
- The ethical guidelines on artificial intelligence (AI) and data usage in teaching and learning for educators will be issued in September 2022 as part of a "back to school"

campaign across Europe. The guidelines are informed by a dedicated Commissioner Expert Group which was launched in the spring of 2021.

- DG EAC will launch a study to provide the Commission with a solid basis of knowledge and analysis about digital education content in the EU and to propose and evaluate options for policy intervention within the digital education content framework. This will also take into consideration the results of the feasibility study on a European Exchange Platform which will wrap up by the end of 2021.
- Throughout 2022 and beyond, the Commission will implement SELFIE, including "SELFIE for Teacher" which will continue to be rolled out, in close cooperation with the JRC.

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

The second priority area of the **Digital Education Action Plan** focuses on the importance of digital skills for societal participation, inclusion as well as economic growth and innovation.

The following actions will be implemented throughout 2022:

- Proposal for a Council recommendation on improving the provision of digital skills in education and training which will articulate the steps needed to promote the development of digital skills early on and at all stages of education and training.
- The guidelines for teachers and educators on tackling disinformation and promoting digital literacy will be issued in September 2022 as part of a "back to school" campaign across Europe.
- An updated European Digital Competence Framework will be published in early 2022
- The feasibility study on the European Digital Skills Certificate will start in 2022 and will analyse existing certification schemes and models within Europe as well as provide a gap analysis on the role and value of an EU Digital Skills Certificate and how it could support the recognition of digital skills in Europe.

The Commission will continue to work on improving the evidence base on the gaps in student digital skills and the underlying causes for those gaps. This will include developing supporting contextual indicators for under-achievement in digital skills with support from **Eurydice** in the context of monitoring the EU-level target for student digital competence. In 2022, the **EIT-led Girls Go Circular** project will expand to involving 7 KICs instead of 4, thereby reaching more countries, more schools, and more pupils, and addressing more societal challenges. Furthermore, the **Digital Education Hub** will be launched in early 2022 with a series of activities that will bring together stakeholders from all levels and sectors of digital education and training. The target is that by the end of 2022 the community will have reached at least 400 participants and will be supported by a network of National Advisory Services on digital education which will be rolled out throughout 2022.

DG EAC will organise the first **Digital Education Stakeholder Forum**. The 1-day hybrid event will take stock of what has been achieved in the first year of the Digital Education Action Plan 2021-2027. It will promote the involvement of stakeholders in its actions, e.g. in the Structured Dialogue on digital education and skills and in the Digital Education Hub.

In the field of youth, the **Erasmus+ programme** aims to support the digital transformation by fostering the development of digital skills of young people and youth workers, and the use of digital technology and tools in non-formal learning settings. To provide more inclusive formats to participants who cannot take part in long-term mobility schemes, the programme will continue to promote distance and blended learning alongside physical mobility.

Digital transformation is a cross-cutting issue in the **cultural strand of Creative Europe**. Under the calls for proposals launched in 2022, the programme will continue supporting projects and activities that foster digital literacy and build our understanding of the risks and opportunities brought by digital technologies for the cultural and creative sectors.

B – Contribution to Research and Innovation

Horizon Europe's key priorities are tackling climate change, achieving the UN's Sustainable Development Goals and boosting the EU's competitiveness and growth. For the first time, it includes a dedicated intervention area on cultural heritage and the cultural and creative industries, under one of its Cluster 2's pillars entitled "Culture, Creativity and Inclusive Society". It focuses on research and innovation actions having culture at their core. Research on innovative cooperation between researchers and the cultural and creative industries will target specific sectors.

Both, the MSCA and EIT will continue contributing to the overall achievement of Horizon Europe objectives.

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

The Marie Skłodowska-Curie Actions (MSCA) play an instrumental role in the successful development of the European Research Area as well as in addressing the EU main research priorities and challenges ahead.

Besides their impact on institutions and on individual researchers' career development, the MSCA highly contribute to research. Their bottom-up nature complements the top-down character of traditional collaborative research activities in Horizon Europe, notably those related to Missions. The MSCA contribute to all five Missions (Climate adaptation, Oceans, Smart cities, Healthy Soil and Cancer). They will continue to feed the Missions with findings and knowledge, collection and sharing of data, portfolio analyses and best practice examples, policy feedback through scientific insights, education and training of practitioners, entrepreneurs and excellent researchers, as well as innovative solutions. Work to exploit such

complementarity has already started, for example through the organisation of thematic meetings where MSCA researchers share the results of their work with EU policy makers.

The MSCA will also contribute to **the European Year of Youth** through "MSCA and Citizens", which aims to bring research and researchers closer to the wider public and to increase awareness on research and innovation activities. MSCA and Citizens embed the European Researchers' Night, as well as the "Researchers at Schools" activities. It will also contribute through Science is Wonderful!, its yearly public exhibition, which showcases MSCA funded projects and their impact and value on people's daily lives.

A number of novelties has been included in MSCA under Horizon Europe to strengthen cooperation between academia and the non-academic sector (e.g. through financial incentives), to facilitate demand management and to reduce the high number of applications. These measures will be regularly monitored to ensure that they reach their objectives. Five MSCA calls will be launched in 2022 for Doctoral Networks, Postdoctoral Fellowships, Staff Exchanges, COFUND and MSCA and Citizens.

The European Institute of Innovation and Technology

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

In synergy with the rest of Horizon Europe and other Union programmes, **the EIT** will continue to support the **Knowledge and Innovation Communities (KICs)** which strengthen Europe's innovation ecosystems and so help tackle global challenges, It shall do so by fostering the integration of education, research and business, to create environments conducive to innovation, by supporting a new generation of entrepreneurs and by encouraging the creation of innovative companies in close synergy with the European Innovation Council (EIC). The EIT will also complement the Horizon Europe Missions, as it has experience in delivering holistic, transformative, citizen-driven and systemic solutions and innovations to specific global challenges that address the needs of the market and society, including in the area of climate adaptation, cancer, net zero cities or healthy soil.

The EIT, in cooperation with the KICs and the Commission, will continue the implementation of the EIT HEI pilot initiative which started in 2021 and support entrepreneurship and innovation in higher education. DG EAC will pay particular attention to the link and synergies of this pilot initiative with other Commission policy initiatives such as HEInnovate, the Smart Specialisation Strategy and the Regional Innovation Impact Assessment Framework, and the **European Universities alliances**. Throughout 2022, EAC will help the EIT simplify the EIT Label as well as its flagship initiative for the promotion of quality education and individual learner achievement.

General Objective 3 – An economy that works for people

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

The Recovery and Resilience Facility (RRF) represents a budget of €723.8 billion (in current prices), including €338 billion in grants and €385.8 billion in loans to mitigate the economic and social impact of the coronavirus pandemic. A significant share will be allocated to education and the development of skills, with a view of modernising Europe's education and training systems. The RRF will also support the cultural and creative sectors in many Member States, demonstrating the important role that culture plays in our economies and societies. DG EAC will help SG-RECOVER and DG ECFIN monitor the implementation of educational and cultural measures and the completion of milestones, which trigger disbursement. This will be done on the basis of the operational arrangements agreed with Member States at the end of 2021-early 2022.

Following a temporary adaptation of the 2021 **European Semester cycle** to allow for the preparation and adoption process of the Recovery and Resilience Plans (RRPs), economic and employment policy coordination will gradually move to a 'new' normal, starting with the 2022 cycle. The Semester will accompany the implementation of the national RRPs. It will benefit from more information and enhanced country knowledge gained through interactions with the Member States during the implementation phase of the RRPs, notably when assessing the delivery of milestones and targets. The Autumn Package marked the start of the 2022 European Semester cycle with the publications of the Annual Sustainable and Growth Strategy and the Joint Employment Report in November 2021. The country reports will be presented in May 2022. The Commission also intends to propose to the Council to adopt country-specific recommendations (CSRs) in spring 2022. They will cover key issues identified in the country reports, and where relevant the in-depth reviews, for which policy action over several years may be required. DG EAC will continue to contribute to the European Semester process and to ensure coherence with the priorities of the European Education Area, the Digital Education Action Plan and other new initiatives planned for 2022, such as the Council Recommendations on **Pathways to School Success** and on **Education for environmental sustainability**, as well the **European Strategy for Universities.**

General Objective 4 – A stronger Europe in the world

The **geopolitical dimension** of the European Education Area demonstrates how the education and training sectors shape EU's exchanges with the rest of the world. It strengthens the role played by education in EU external policies, reflecting the objectives of the EU Global Strategy as well as the 2030 Agenda and its Sustainable Development Goals (SDGs).

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

Reinforcing cooperation with non-EU countries, especially with the **Western Balkans, the Neighbourhood, and Africa**, while strengthening Europe's global leadership, particularly vis-a-vis industrialised countries and emerging economies, are the main geopolitical goals of the Commission.

Both the European Education Area and the upcoming **European Strategy for Universities** will contribute to these geopolitical goals by strengthening the links with the rest of the world.

Similarly, the **Global Approach to Research and Innovation** recognises the necessity to promote reciprocity as well as openness in international cooperation, and to embrace the promotion of European values and the protection of European interests.

In line with the **New European Agenda for Culture** and the Joint Communication "Towards a European Strategy for International Cultural Relations", cultural cooperation will continue promoting common values and Europe's unique cultural diversity as drivers of the EU's global influence in the world within the context of fair, equal and long-term partnerships. Under the Preparatory action "European Spaces of Culture", 14 projects involving local cultural actors, national cultural institutes, EUNIC clusters and EU delegations will be developed in 2022. The Cultural Relations Platform will continue to support international cultural relations and cooperation between European and global actors, including the Global Cultural Relations programme for young cultural leaders in 2022.

For the first time, the **Jean Monnet actions** will support Higher Education Networks with a dedicated external policy focus, aiming at strengthening the academic debate and involving European and international academics in the discussion about Europe's role in the world.

With an extended scope that covers volunteering related to humanitarian aid, the **European Solidarity Corps** will provide needs-based emergency aid and help to deliver assistance, relief and protection where most needed.

The **Western Balkans Agenda** for Innovation, Research, Education, Culture, Youth and Sport was launched in October 2021. It promotes scientific excellence and reform of the region's education systems, while creating further opportunities for youth. In 2022, DG EAC will continue to encourage a strong participation of the Western Balkans in the European (Higher) Education Area and in the strategic framework for European cooperation in education and training towards the European Education Area and beyond (2021-2030). DG EAC will start

planning the process of associating the non-associated third countries in the region to Erasmus+ and to the European Solidarity Corps. The participation of the Western Balkans under Erasmus+ Sport actions and the European Week of Sport, as well as their involvement in the HeathlyLifestyle4All initiative will be further promoted.

The cooperation with the **Eastern Partnership** is based on the Joint Communication "Eastern Partnership policy beyond 2020 – Reinforcing Resilience – an Eastern Partnership that delivers for all" with ongoing cooperation in the areas of human capital development and people-to-people contacts. DG EAC post-2020 priorities include modernisation and innovation of education and training and an enhanced quality of teaching in a digital and global world. The Erasmus+, Horizon Europe, European Solidarity Corps, and EU4Youth programmes will provide 70 000 individual mobility opportunities for students and staff, researchers, young people and youth workers until 2025.

In relation to the Southern Mediterranean region, DG EAC's different policy areas feature highly in the Joint Communication of the Commission and the EEAS of 2021 on a "**Renewed partnership with the Southern Neighbourhood**", mainly under the Empowered Youth heading. The Joint Communication underlines the ambition of increasing people-to-people contacts to achieve successful cooperation with tangible results and benefits for all. In this context, the Southern Mediterranean will remain a priority region under Erasmus+ in 2022. In the new programme, young people will benefit from new capacity-building opportunities in Vocational Education, Training and Youth. Another objective is to increase the uptake of the Creative Europe programme in the region, to make the most of young people's creativity.

The EU cultivates a policy dialogue in the areas of education, culture and sport with **Japan.** 2022 will see follow-up work at operational level after the May 2021 ministerial level meeting, and plan the next meeting.

The **EU-China** High level people-to-people dialogue is our main cooperation framework. China will host the next High Level People-to-People Dialogue meeting in Beijing towards the end of 2022. In the meantime a Chinese-hosted EU-China Higher Education Platform for Cooperation and Exchange (HEPCE) is foreseen to take place in March 2022, and will focus on the role played by higher education in the green transition.

The development of knowledge, digital technologies, education, skills, scientific capacities, innovation, including research and e-governance features very high on the Joint Communication **"Towards a comprehensive Strategy with Africa".** The **EU-AU summit** planned for the second half of February 2022 will represent an excellent opportunity to launch the EU-AU innovation agenda. The agenda was proposed by Commissioner Gabriel at the first EU-AU R&I Ministerial meeting of July 2020 and committed to a 'Global Approach to Research and Innovation'. One of the three pillars of the agenda aims to foster an innovation ecosystem. It proposes to support capacity-building and human capital development, through the training of researchers at all stages of their careers, as well as through funding for Africa notably to support Capacity Building Partnerships for transformation in higher education and new learning practices in vocational education and training.

On the **European Year of Youth**, an information campaign about EU mobility programmes, such as Erasmus+ for higher education students and Marie Skłodowska-Curie Actions for researchers, will be planned in the **Gulf Cooperation Council countries**. The campaign will take place throughout 2022 in cooperation with the EU Delegations in the Gulf region and within the framework of FPI's project on 'Enhanced EU-GCC political dialogue, cooperation and outreach'.

The Joint Communication of the Commission and the EEAS on **a New EU Arctic strategy** puts science, research, innovation and technology at the heart of EU policies in order to protect the Arctic's fragile environment and biodiversity. Supporting a robust, inclusive and sustainable development of the Arctic to the benefit of its inhabitants (both in EU Member States and in third countries) and future generations, the EU will invest in the people, in better education, in sustainable growth and in jobs.

A – Education and Training, Youth

Erasmus+ International

Much of the international dimension of Erasmus+ is funded with external instruments (NDICI and IPAIII) under Heading 6 of the EU budget. The **Erasmus+ Multi-indicative programme** detailing these contributions to the international mobility and cooperation under the Erasmus+ programme for the period 2021-2027 was adopted on 27 August 2021. It foresees an overall amount of EUR 1.8 billion from NDICI and EUR ~374 million from IPA III.

In terms of regions, **Sub-Saharan Africa** is the largest single region (EUR 570 million), followed by the Neighbourhood (EUR 550 million), then comes the Western Balkans (EUR 374 million), followed by a big region consisting of Asia, Central Asia, the Middle East and the Pacific (EUR 370 million), and the Americas (EUR 196 million).

All actions within the international dimension of the Erasmus+ programme fully or partially funded by the H6 will be made available within the Erasmus+ 2022 Annual Work Programme, with a total budget of ~376M EUR.

Following the political agreement reached in December 2020 on the three EAC-led programmes (Erasmus+, the European Solidarity Corps and Creative Europe), including on the conditions under which third countries can participate, we renewed, in 2021, the association of countries already associated to the 2014-2020 programmes[3].

In 2022, for Erasmus+ we will start assessing our readiness to create any possible future association (e.g. the remaining four Western Balkans countries in line with the commitments of the WBs Agenda, as well as the Faroe Islands).

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[3] For Erasmus: Norway, Iceland and Liechtenstein, Turkey, Serbia and North Macedonia; for ESC: Iceland, Turkey and North Macedonia. Liechtenstein; for Creative Europe: Norway, Iceland, Liechtenstein, Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Armenia, Georgia, Ukraine,

European Solidary Corps

The scope of the **European Solidarity Corps** was extended under the new programme to cover volunteering activities in related to humanitarian aid operations which will provide needs-based emergency aid and help to deliver assistance, relief and protection where most needed.

B – Sport

In the field of sport the Cooperation partnerships and the **Small scale partnerships** will promote external cooperation with Partner Countries. In addition, the participation of the Western Balkan has been strengthened by the launch of the Call Capacity Building in the field of sport. Other forms of cooperation with the Western Balkans and the European Neighbouring Countries will continue thanks to the European Week of Sport.

C – Culture

An additional funding stream to support culture and creative organisations in the **Western Balkans** will start its implementation in 2022. In line with the objectives of the Western Balkan Agenda and in addition to the existing ministerial meetings on education and training and research and innovation, DG EAC will organise the first annual ministerial meeting on Culture in 2022

DG EAC will be associated to the preparation of the **Action plan against illicit trafficking of cultural goods** (led by DG HOME), to be adopted in spring 2022. The plan will aim to provide a comprehensive framework for the EU contribution to the fight against Trafficking of Cultural Goods in the years 2022-2025.

In 2022, the EIT will designate **a new KIC in the area of Cultural and Creative Sectors and Industries (CCSI).** This new KIC will be instrumental in boosting the innovation capacity of these sectors that have been severely impacted by the crisis. It will boost the integration of the cultural and creative sectors into regional and local development strategies, stimulate the creation of innovative businesses, and support the investment in human capital bringing spill-over effects into local markets. DG EAC will ensure that this new KIC synergises and collaborate with the Commission priorities in this area, in particular the Creative Europe Programme and the Cluster 2 of Horizon Europe.

D – Contribution to Research and Innovation

Marie Skłodowska-Curie Actions

The revamped **European Research Area** puts a stronger emphasis on the training and mobility of researchers as well as on the flow of knowledge, while boosting cooperation among universities, business and other research and innovation actors, including internationally.

In order to support this process, a dedicated Coordination and Support Action, selected out of a call of the MSCA Work Programme 2021 will be launched in Q1 2022, with a total Commission funding of 2M€, for a period of three years. The objective will be to **foster MSCA international cooperation** with the EU main partner countries and regions, where formal Research Innovation policy dialogues are in place[4].

This is in line with the Communication on the Global Approach to Research and Innovation, which recognises that, while openness remains at the heart of the EU approach to international cooperation, it is also necessary to take into consideration reciprocity and the protection of European interests. The new Global Approach Communication and related Council conclusions highlight the important international dimension of the MSCA and the need to leverage it at policy level in order to address framework conditions related to cooperation in human capital development, including researchers' training and mobility.

The European Institute of Innovation and Technology

Regarding its engagement with international organisations and non-EU countries, the European Institute of Innovation and Technology (EIT) will continue, in close cooperation with the Knowledge and Innovation Communities (KIC), its efforts in positioning EIT's innovation model among other EU innovation initiatives and programmes at international level. This will also be fully in line with the new Commission's Global Approach Communication on R&I and related Council conclusions.

In 2022, EAC will ensure that the EIT delivers on its commitment in the context of the Western Balkan Agenda on innovation, research, education, culture, youth and sport to boost a circular economy approach in those countries. Moreover, the EIT will ensure that the EIT Hubs based in USA and Israel contribute to achieving the overall objectives of the EIT, the objectives of Horizon Europe and fully respect the bilateral EU-Outreach country research and innovation agreements.

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[4]At bilateral level on countries having concluded bilateral Science and technology Agreements with the EU (Algeria, Argentina, Australia, Brazil, Canada, Chile, China, Egypt, India, Japan, Jordan, Korea, Mexico, Morocco, New Zealand, Russia, South Africa, Tunisia, Ukraine and the United States). At regional level, on bi-regional research and innovation policy dialogues, established notably with the African Union, ASEAN, LAC, Mediterranean partner countries, Eastern Partnership countries and Western Balkans.

General Objective 5 – Promoting our European way of life

A – Education and Training

2022 will be another year of rolling out the different initiatives announced in the Commission's Communication[5] on achieving the **European Education Area** by 2025, adopted in September 2020, and supported by the Council in its related resolution[6].

The European Education Area (EEA) is the EU's long-term, shared vision for its education and training sector, with concrete milestones until the completion of the EEA by 2025. By the end of 2022, the **EEA progress report** will take stock of the first impacts and achievements towards the European Education Area by 2025, reviewing implementation of EEA actions, the reform of the governance, investment and improvements in monitoring.

Progress towards the objectives of the European Education Area will be monitored via **the 7 EU-level targets** endorsed by the Council, of which five will be led by DG EAC. In 2022, the development of possible new indicators or EU-level targets in the areas of inclusion and equity, the teaching profession and sustainability, including the greening of education and training systems, will be continued.

The **High Level Group Coordination Board[7]**, coordinated by the Council Presidency and the Commission will start operating in 2022. **Seven new EEA strategic framework Working Groups[8]**, launched as of November 2021, will contribute to the EU's policy cooperation process in the sector of education and training involving experts from ministries of education, social partners, international organisations and European civil society. **DG EAC's EEA Task Force** will continue to support coordination and the exchange of information at service level. As of end 2021, the Commission will launch the **European Education Area portal** as a public gateway to its actions and services, and will be rolled out further in 2022. The portal will ensure transparency and access to information, and provide an easy-to-access space with information on the EEA activities and outputs.

The 5th **European Education Summit** on 1st December will highlight in exchange with stakeholders the achievements made in education and training at EU level, and in particular regarding the realisation of the EEA.

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[5] COM(2020) 625 final

[6] 2021/C 66/01

[7] This EEA coordination body will help enhance political ownership, ensure better flow of information and coordination between the various strands of activities at technical and political level, and enhance synergies with other relevant policy areas such as research and innovation, social policy, employment, youth or culture, as well as with EU funding instruments.

[8] The Working Groups (2021-2025) will contribute to making the European Education Area a reality. The groups support delivering on EU flagship initiatives in education and training to foster national reforms and offer a forum for the exchange of experiences and best practices on ways to address key challenges.

DG EAC has a sound tradition of embedding its future proof policies in a solid evidence base and **strategic foresight**. and Better Regulation. DG EAC will also continue its commitment to transparent policy making, consulting its stakeholder community through the open method of coordination, but also through the new calls for evidence procedure and targeted consultations wherever necessary, in particular when assessing the impact of future policy initiatives or evaluating existing ones.

In 2022, DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems through **studies, evaluations[9] and impact assessments** and the collection and use of data from relevant knowledge providers. The Commission also committed to intensify work on investment. In 2022, the **Expert Group on Quality Investment in Education and Training** will present a final report with proposals for a methodology to analyse and evaluate the impact of investment policies on the quality of education. To that end, the expert group will take into account outcomes of discussions on the preliminary outcomes of its interim report, due in December 2021, with stakeholders and the Member States during the French Presidency of the Council of Ministers in the first half of 2022. This report will also feed the first EEA progress report.

B – European Education Area

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

Actions and initiatives to establish the EEA are focused around the following dimensions: quality, equity, inclusion and gender equality, green and digital transitions, teachers and trainers, higher education, geopolitical dimension.

- Quality

High-quality education is essential to enable young people to thrive in life.

The new strand of **Jean Monnet actions**, Jean Monnet for other levels of education and training ("Jean Monnet for Schools"), will become fully operational in 2022, supporting teacher training activities, networks of schools and Higher Education institutions active in the field of EU education on the school level and teaching activities in schools itself.

The follow-up work to the **Council Recommendation on Key Competences for Lifelong Learning** will continue in 2022 with further refinement of the recently published European framework on social, personal and learning-to-learn key competences **(LifeComp)**. This effort includes the publication, testing, and the promotion at educational institutions across the EU of the teaching strategies and best practices for the development of those, largely

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[9] Evaluations referred to in this Management Plan are also referred to in the dedicated interinstitutional EU studies database, containing the full list of ongoing evaluations and related studies.

transversal key competences. High levels of social and emotional skills, of critical thinking and learning-to-learn skills ensure quality education for all.

The new **Pathways for School Success** initiative aims at lifting the performance in basic skills among disadvantaged students. The Pathways initiative will propose a **new framework for action** towards inclusive learning environments with a strong culture of **wellbeing and positive mental health,** which links it with LifeComp.

In 2022, we will continue to support the implementation of the Council Recommendation on a Comprehensive Approach to the Teaching and Learning of Languages by supporting Member States. We will in identify effective policy reforms, innovative teaching and learning approaches for better language competences develop the concept of "**language aware schools"**. This will be done through contributions to Pathways to School Success initiative, mutual learning with a language focus in WG Schools, and language awareness as a priority of the Erasmus+ Teacher Academies.

Moreover, all the Erasmus+ programme countries will implement the European Language Label, an established tool for rewarding the top quality of Erasmus + completed projects focusing on languages in all sectors of education and training. In addition, preparatory work on the updated learning mobility framework will continue throughout 2022 to accompany and support the implementation of the 2021-2027 Erasmus+ programme view to a proposal for a Council Recommendation to be adopted in 2023.

- Inclusion and Gender equality

The European Education Area aims to make above-mentioned quality education and training available for all.

In 2022, Commission will adopt a proposal for a Council Recommendation on "**Pathways to School Success"** and convene an Expert Group on promoting supportive learning environments and supporting well-being at school. The "Pathways to School Success" initiative aims at addressing simultaneously two EU-level targets on basic skills and early leaving from education and training, including promoting positive, safe and supportive learning environments. The new working group on Schools will support the implementation and follow-up of Pathways to School Success and the Education for Environmental Sustainability initiatives by promoting mutual learning and exchange of best practices. In 2022, the Commission will continue to work to improve the quality and accessibility of **Early Childhood Education and Care systems** (ECEC) to better prepare children to mutually learn and exchange good practices within the new working group on ECEC that will focus on quality assurance, through dissemination of the inclusion toolkit and report on professionalization of ECEC staff, and financial support to projects via the Structural Funds, the Recovery and Resilience Facility and Erasmus+;

In March 2020, the Commission adopted the **Gender Equality Strategy**, the EU's policy roadmap on gender equality which sets out the policy objectives and key actions for the period 2020-2025. Throughout 2022, the Working Group on Equality and Values shall focus

on structural reform to promote equality in education and training. It will examine different equality areas, including gender equality.

- Green and Digital transition

In 2022, the Commission will adopt the proposal for a **Council Recommendation on education for environmental sustainability.** It aims to give impetus to and support Member States' efforts in implementing education for environmental sustainability and to boost cooperation on this issue in the EU. (Detailed actions can be found in Gen O 1 and 2) Linked to the Recommendation, the Commission will publish a **European Sustainability Competence Framework**, which aims to be a reference tool for individuals or institutions that want to embed the sustainability competence in education and training settings.

As one of the flagship initiative of the European Education Area, the **Education for Climate Coalition,** which aims at activating the potential of the students, teachers and other actors in the education systems to co-create and develop new concrete solutions to contribute to the green transition, will co-create and implement in 2022 the first community challenges and national coalitions. Their outcomes will be showcased at the **annual Education for Climate Day.**

In terms of the digital transition, the Commission will adopt a proposal for a **Council Recommendation on improving the provision of digital skills in education and training** by end of 2022. The Recommendation will build upon extensive evidence to address the clear need to foster broad-based digital competences and skills development through targeted measures in education and training. Also, **a Council Recommendation on the enabling factors for successful digital education** will be adopted by the Commission by the end of 2022. Both Recommendations will be informed by the outcomes of the **Structured Dialogue** with Member States on digital education and skills. Likewise, the implementation of the actions included in the Digital Education Action Plan will further contribute to strengthening the **digital dimension of the European Education Area.**

- Teachers and Trainers

The first projects of Erasmus+ Teacher Academies will start at the beginning of 2022, bringing together teacher educators, authorities and stakeholders to develop teacher education and to provide teachers e.g. courses and mobility opportunities. A second wave of **Erasmus+ Teacher Academies** projects will be selected following the second call dedicated to this new action, with a EUR 15 M budget.

In 2022, the Commission will support teachers by producing European guidelines for the development of **national career frameworks for teaching professions**. It will also continue to support a large network of European organisations of teachers and school leaders to produce guidelines and policy recommendations on improving school education.

- Higher Education

In line with the Commission Work Programme 2022, the Commission will present a higher education package early 2022, consisted of two initiatives:

First, following an intense co-creation process with stakeholders and Member States in 2021, the Commission will propose **a European Strategy for Universities** early in 2022. The objective is to empower all higher education institutions in Europe in contributing to European resilience and recovery and in tackling societal challenges

Second, together with the European Strategy for Universities, the Commission will put forward a proposal for a **Council Recommendation on "Building bridges for effective European higher education cooperation"** early 2022, with the objective to ease innovative and transdisciplinary collaborative transnational cooperation, such as those realised by the European Universities. As part of this proposal, the Commission will put forward a proposal for a pathway towards a **European degree** aiming to certify joint education programmes as part of transnational cooperation amongst multiple institutions in several European countries. The first step would be common criteria for a European label certificate as from 2022.

On top of the higher education package, work will continue on the following aspects of higher education:

Towards a legal statute of alliances of universities: The Commission will explore a step-by-step approach towards a legal statute for alliances of higher education institutions, such as European Universities.

Proposal for a Council Recommendation on Micro-credentials for employability and lifelong learning: the Commission will work together with the Member States towards adoption of the proposal by Council in 2022. The initiative aims at developing a common definition and European standards for quality, transparency, cross-border comparability, recognition and portability of micro-credentials.

We will ensure the further roll out of the **European University Initiative** in close cooperation with EACEA through a competitive open Call for Proposals in 2022 under Erasmus+, targeting support for sustainability of existing alliances while being also open for new higher education institutions to join existing alliances or form new alliances. Evaluations will be based on quality criteria.

In 2022, an important milestone will be reached in the **European Student Card initiative.** On the one hand, the Erasmus without Paper network will see major improvements in terms of user experience, helpdesk provision and stakeholder engagement and by the start of the academic year 2022/2023, all higher education institutions should be digitally signing interinstitutional agreements and exchanging electronic learning agreements. And on the other hand, work will be undertaken on raising awareness and expanding the deployment of the **European student card** as a means of student status recognition across borders. In order to make all this a reality, higher education institutions will be guided in issuing a **unique European Student Identifier**. Promotion of the Erasmus+ mobile app will continue.

The Commission will launch an up-scaled pilot in 2022 for **Eurograduate tracking** surveys to monitor the study and employment outcomes of higher education graduates. This is an essential step towards a European-wide implementation of graduate tracking by 2025. This will allow Member States and their universities to inform the design of courses and teaching at universities.

We will conduct in 2022 a study on the **implementation of the Council Recommendation on Promoting Automatic Mutual Recognition** of Higher Education and Upper Secondary Education and Training Qualifications and the Outcomes of Learning Periods Abroad. The study will also evaluate the feasibility of a European recognition and quality assurance system ahead of a possible revision of the 2006 Council Recommendation on Quality Assurance.

To contribute to multilingualism, the **Online language support (OLS)** system offered to all mobile participants will see major improvements in 2022, with a shift to the EU Academy learning management system and a more modern language learning experience.

The Commission will continue to be a key member of the **Bologna process** and its relevant structures and will continue to provide financial support to the rotating Bologna Secretariat.

- Geopolitical dimension

The geopolitical dimension of the European Education Area is all about opening new avenues for interaction and cooperation with the education community on a global scale. This will be supported by awareness-raising policy dialogues at EU and national level, and through Team Europe approach. Discussions are still underway as to the most effective way to do this

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

Erasmus+ Programme

The Erasmus without Paper scheme in the School, VET and Adult education fields will complete the digitalisation of the programme, in order to make it more accessible and more inclusive. In 2022, some financial support from the Erasmus+ programme will be used for the finalisation of the concept, the initialisation of the first technical developments of IT-tools and additional supporting measures, such as the creation of support services, outreach activities and translations.

The **eTwinning** platform will continue to serve its community of teachers, school staff, and students. The eTwinning annual theme 2022 will be "Our future: beautiful, sustainable, and together. Schools and the New European Bauhaus: Imagining a creative learning environment in green and inclusive schools".

The **School Education Gateway** will continue to serve school education stakeholders (teachers and school leaders, policy makers, researchers, teacher educators, education providers, and organisation representatives), including Early Childhood Education and Care (ECEC) and Vocational Education and Training (VET) stakeholders.

In 2022, the **European School Education Platform** will go online, it merges eTwinning and the School Education Gateway into a single integrated platform for both content and functionalities and will streamline the user experience.

The **Electronic Platform for Adult Learning in Europe (EPALE)** will continue to support the community of adult learning practitioners in Europe. In 2022 the focus will be on improving the existing features, in particular the development of a catalogue for on-site courses for the benefit of Erasmus+ beneficiaries.

The call for the **Erasmus Charter for Higher Education** will continue to be published in 2022 and annually after that to allow newcomer institutions to gain access to the Erasmus+ programme, with the difference being that the so called "light procedure" will no longer be offered as by now all institutions that would qualify for it have already applied and gained the charter.

HEInnovate is a self-reflection tool that allows HEIs to assess their own entrepreneurial and innovation capacity to be better able to plan improvements in their institutions.

In 2022, there will be an update of HEInnovate to align it with the planned European Strategy for Universities. The formal launch of the update is foreseen in the second half of 2022 and it will included communication activities to present novelties to the stakeholders.

In 2022 there will be also the start of phase III of the **Labour Market Relevance and Outcomes** (LMRO) cooperation that seeks to improve the articulation between HEIs' educational provision and the needs of the contemporary labour market.

2022 will be the second selection year for the **Alliances for Innovation.** These projects should be selected by the end of 2022 and start in May 2023.. In addition, the contracting of the selected Alliance for Innovation Projects from 2021 should be carried out in the first part of the year and those projects will kick-off in May 2022.

In 2022 the first **Forward-Looking Projects** should be selected by the summer and they will also kick-off in the autumn 2022. Forward-Looking Projects seek to develop innovative teaching and learning methods that can be mainstreamed at systematic level. In 2022 the Forward-Looking projects will be carried out in three Lots focussing on Digital and Green transition, VET and Adult education. There will be € 27 M for Lot One, € 13.8 M for Lot Two and €5 M for Lot Three.

In 2022, **Centres of VET excellence** networks will be selected following the publication of the second call dedicated to this new action (with a € 48 M budget) : they play an essential

role in the implementation of VET excellence approaches as recommended in the Council Recommendation for VET.

Centres of Vocational Excellence operate in a given local context, being the linchpin of skills ecosystems for innovation, regional development, and social inclusion, while working with CoVEs in other countries through international collaborative networks. These networks aim at fostering "upward convergence" of VET excellence.

Lastly, **digital transformation** is one of the horizontal priorities of the new Erasmus+ programme (2021-2027). Priorities under KA2 (Partnership for Cooperation Action) focus on supporting the development and implementation of Digital Transformation Plans of education institutions as well as the Erasmus+ Teacher Academies. Also, digital education is a key priority of the call for **forward-looking projects** and will focus, in particular, on key success factors for inclusive and high-quality digital education and training; Artificial Intelligence in education; and high-quality digital education content.

DG EAC will start the final evaluation of the Erasmus+ programme (2014-2020) and the interim evaluation of the programme 2021-2027. The evaluation will be finalised by December 2024.

Erasmus+ Programme – Youth

The **European Year of Youth 2022,** as mentioned in President Von der Leyen State of the Union speech, will further stimulate Europe's young people to come forward with contributions and insights to give shape to the Union's development and society at large. It will be an occasion to raise awareness on existing opportunities for young people and to honour, support and engage with youth.

The **European Youth Work Agenda** and the related Bonn Process jointly require the European Union and its Member States, in close cooperation with the Council of Europe, to focus more on youth work. It is foreseen to have a European Youth Work Convention.

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

After three years of successful implementation as a Preparatory Action **DiscoverEU** was integrated into the Erasmus+ Programme in 2021 and its first general call will be launched in Spring 2022, reaching out to more 18-year-olds than in the past. These include 18-year olds from countries associated with the Erasmus+ Programme, as well as young people legally resident in an Erasmus+ programme country. In November 2022, the launch of the DiscoverEU Inclusion Action, will allow organisations to receive support to carry out projects allowing young people with fewer opportunities to participate in DiscoverEU on equal footing as their peers.

In addition, DiscoverEU will offer more services to the young travellers including a discount card, travel app, etc. As of 2022, National Agencies will implement the DiscoverEU Learning Cycle to prepare future DiscoverEU travellers for their travel, organise meet-ups with fellow peers and promote the action with their stakeholders.

The European Youth Portal caters now as the single-entry point for youth related information and is accessible to all young Europeans without exception. Therefore, it will play a crucial role in the 2022 European Year of Youth to provide young people and youth stakeholders with a place where to find information about EU programmes for youth, information about youth policies, and information about thematic content linked to the EU Youth Strategy as well dedicated features for the European Year of Youth.

In 2022 DG EAC will start the mid-term evaluation of the EU Youth Strategy 2019-2027. The evaluation will be finalised by the end of 2023.

European Solidarity Corps

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

As from call year 2022, the European Solidarity Corps enables the participation of young people in humanitarian aid related solidarity activities Volunteering under the European Voluntary Humanitarian Aid Corps by enabling all organisations who are awarded a Quality Label to publish their opportunities and also to join other organisations in developing and providing opportunities for young people, the European Solidarity Corps portal acts as a one-stop-shop for all.

In 2022 DG EAC will start the final evaluation of the European Solidarity Corps(2018-2020) and the interim evaluation of the programme 2021-2027. The evaluation will be finalised by December 2024.

C – Sport

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

Erasmus+ Programme – Sport

In 2022, Sport actions will give visibility to the role of sport in contemporary society for people's health, social inclusion, and well-being and to its contribution to the EU economic growth. Further to this, sport will also contribute to other top initiatives such as the EU Beating Cancer, the Health Union and put efforts in promoting innovation and digitalisation.

Further actions include:

- continuing to **emphasise grassroots sport**, with a view to ensuring increased participation of small-sized organisations.
- continuing to convene groups of experts in the fields of Green Sport, in accordance with the EU Work Plan for Sport, and strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic will continue to support the Sport actions. The latter group, will continue to assist sporting organisations and clubs to recover from the COVID-19 crisis.
- being included as a new specific priority for Erasmus+ the HealthyLifestyle4All initiative to complement the existing priorities from 2021.

As every year, between 23-30 September, the European Week of Sport is funded to raise awareness of the need to practice sport and physical activity, including for health reasons.

The annual EU Sport Forum will continue to be a unique opportunity for sport organisations to meet and discuss key topics in the field of sport with policy makers, representatives of EU institutions, and Member States. This year a HealthyLifeStyle4All Youth Ideas Lab will take place in parallel to the Forum.

The #Beinclusive EU sport awards to recognise sport organisations working with ethnic minorities, refugees, people with disabilities, youth groups at risk, or other groups that face challenging social circumstances and the #BeActive Awards with the addition of the #BeActive Across Generations Award in support of the HealthyLifestyle4All initiative will be organised.

D – Culture

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

Creative Europe

In 2022, Creative Europe will:

- Continue to anchor the CULTURE strand to policy development and EU policy cooperation in the field of culture, in line with the objectives of the 2018 New European Agenda for Culture and the Council Work Plan for Culture 2019-2022.
- Reinforce its sectoral approach as a new feature of the Culture strand and will provide targeted support to the books and publishing sector. This includes promoting the circulation of European literary works and supporting capacity building actions in the field of cultural heritage, performing arts and music. Sector-specific priorities will be identified for the following sectors: music, books and publishing, architecture, cultural heritage. In addition, as of 2022, the design and fashion sectors and sustainable cultural tourism sector will also be covered.
- Support for the first year a **mobility scheme for artists and culture professionals**, as a follow up of an action tested under the under the previous Programme. In addition, Creative Europe will continue its support to platforms that increase the visibility and the circulation of European emerging artists and works in Europe and beyond.
- **European Capitals of Culture (ECOC)** remains an EU action with a positive effect on local economies and societies. The European Capitals of Culture form a resourceful laboratory for policy reflection and experimentation on culture and Europe at city level, promoting sustainability, participatory approaches and cross-sectoral linkages.

Culture

In the current **Work Plan for Culture 2019-2022,** the Council invites the Commission to adopt a final report on the Work Plan implementation by June 2022. This work has started in the autumn 2021.The report will assess the work plan implementation and include reflections on priorities for future policy cooperation on culture, also taking into account the recommendations from the European Court of Auditors Special Report No 8/2020[10].

In line with the Work Plan for Culture 2019-2022, two **Open Method Coordination groups** (on cultural heritage and climate change, and on the cultural dimension of sustainable development) will deliver their final report respectively end of 2022 and mid-2022.The OMC group on multilingualism and translation will publish its final report end of 2021/early 2022 which will feed into the works of the French Presidency. The OMC group on the Status and Working conditions of artists and cultural and creative professionals, took up its work in September 2021; it will continue to look into topical questions, in 2022, including social security.

The European Commission supports a structured dialogue on culture with civil society called **"Voices of Culture".** The current cycle provides for the remaining Voice of Culture themes, i.e. "(Re)-Engaging Digital Audiences in the Cultural Sectors – Improving Audience Data" and "International cultural relations", both to be implemented in 2022. The relevant reports will be made available by mid-2022.

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[10] Special report 08/2020: EU investments in cultural sites: topic that deserves more focus and coordination (europa.eu)

The **Commission's expert group on cultural heritage** had its 5th regular meeting in late 2021 and will continue to convene throughout 2022. In mid-2022 the legal base for this expert group will need to be renewed.

General Objective 6 – A new push for European democracy

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

After three years of successful implementation of the Preparatory Action **DiscoverEU**, it was integrated into the Erasmus+ Programme in 2021 and its first general call will be launched in spring 2022, reaching out to more 18-years-old than in the past. Actions will be extended to countries associated with the Erasmus + programme and also young people legally residents in an Erasmus + programme country. As of 2022, National Agencies will implement the DiscoverEU Learning Cycle to prepare future DiscoverEU travellers for their travel, organise meet-ups with fellow peers and promote the action with their stakeholders. Furthermore, the DiscoverEU Inclusion Action, to be launched in November 2022, will allow organisations to receive support to carry out projects allowing young people with fewer opportunities to participate in DiscoverEU on equal footing with their peers.

In line with the new **Erasmus + action Youth participation**, the reinforced 2022 budget of the action (€ 30M)will allow young people to design and implement a minimum of 500 projects, with activities potentially reaching hundreds of thousands of young people across Europe and benefiting large communities. The budget of this action has been doubled since 2021, in the context of the 2022 European Year of Youth, as the action plays a key role in promoting civic engagement and participation among young people.

The Council's Work Plan for Culture 2019 – 2022 highlighted that "Participation in arts and culture promotes active citizenship, openness, curiosity and critical thinking and thereby leads to a strengthening of democracy. In this context, the Commission (DG EAC) launched an independent study. "**The importance of citizens' participation in culture for civic engagement and democracy – policy lessons from international research"**. The study will summarise existing knowledge and evidence on this topic, will distil key policy lessons and will highlight examples of successful actions from several EU Member States.

Traineeships Office

In 2020, the Blue Book traineeship scheme was identified as one of the tools that could help to promote diversity and inclusiveness across the Institution. In the framework of the EU Anti-racism Action Plan, DG EAC was requested to run an equality and diversity screening of the traineeship scheme with the aim to present in 2021 a Diversity and Inclusion (D&I) Strategy for the Blue Book Traineeship Programme, to be implemented as of 2022.

A special focus of the Traineeships office in 2022, will be the alignment of the official traineeship strategy with the more general new HR strategy on Anti-racism. Special attention

is also given to potential applicants with disabilities or from a disadvantaged socio-economic background. The Traineeships Office will also continue ongoing modernisation of their IT systems.

PART 2. Modernising the administration: main outputs for 2022

The internal control framework[11] supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

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[11] Communication C(2017)2373 - Revision of the Internal Control Framework

A. Human resource management

In 2022, DG EAC will reassess its HR strategy in light of the corporate HR strategy and the Equality mainstreaming plan on the one hand, and the results of the 2021 staff satisfaction survey on the other hand. DG EAC will continue supporting its staff to adapt to the flexible working environment and to perform and thrive in hybrid work, building on the experience during the pandemic and on the corporate analysis.

DG EAC will continue monitoring the effect of the mini-reorganisation of 2021 in order to ensure that an optimal organisational structure for the DG is ensured. Moreover, it will continue a forward-looking planning of staff allocation in line with the establishment plan, building upon HR indicators and regular monitoring of HR data.

Staff well-being and staff engagement will remain a priority and the results of the staff satisfaction survey 2021 will guide the identification of areas for development and definition of actions. These will be compiled in a HR Annual Plan in line with the revised local HR strategy.

At HR operational level, the BC will establish new ways of working with new DG HR.

Objective: DG EAC employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.		
Main outputs in 2022		
Output	**Indicator**	**Target 2022**
Revamp HR Strategy in line with the corporate HR Strategy	EAC's local HR Strategy in place	Adoption of the HR Strategy by EAC's Directors-Board
Devise a HR Annual Plan with actions needed to implement the HR strategy in 2022	HR Annual Plan in place	Adoption of the HR Strategy by EAC's Directors-Board
Implementation of the HR Annual Plan	Level of implementation	95% of actions fully implemented

B. Sound financial management

In 2022, pursuing its streamlining, DG EAC will continue to simplify and automate its internal and external financial management notably by:

Internal:

- reshuffling the monthly financial reporting to provide more detailed statistics and analysis to operational units and better integrate it within DG BUDG financial performance scorecard;
- simplifying the financial circuits and harmonising its implementation in the different directorates of the DG;
- developing a ticketing system and a knowledge management process to better manage the advice provided by the financial cell and the procurement and grants sector to the operational units;

External:

- completing the development of tools supporting treatment of national agencies transactions (issuance of contribution agreements, analysis of yearly reports, partial clearing);
- deploying the corporate application EMI to simplify the management of experts contracts and generate efficiency gains;
- aligning its financial capacity methodology to the corporate one making full use of the REA's services;
- rolling out simplified cost options (SCO) across all programmes and providing guidance on how to implement them efficiently;
- finalise the revised supervision and control strategy regarding indirect management, based on the results of the working group with NAs which took place in 2021. This approach will seek to increase the effectiveness and efficiency of the *ex-ante* and *ex post* processes by leveraging the accumulated data on the recurrent beneficiary population from 2014-20
- supervision of the executive agencies REA and EACEA as well as the EIT will be implemented in line with the memoranda of understanding established in 2021

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

Main outputs in 2022

Output	Indicator	Target 2022
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure[12]
Effective controls: Legal and regular transactions	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	*Monitoring of data breaches*	*Minimise data breaches and full compliance with required procedures in case they do occur*
Efficient controls	Budget execution and / or time-to-pay Time to pay	Remains >95% of payment appropriations 95% of payments are made on time (respecting legal time limits)
Economical controls	Overall estimated cost of controls	Remains < 10% of funds managed

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[12] The Research, industry, space, energy and transport family has a different threshold for risk at payment.

C. Fraud risk management

DG EAC will continue the implementation of its Anti-Fraud Strategy and its associated action plan.

DG EAC will continue with the implementation of its anti-fraud strategy adopted at the end of 2020. In 2022, and in accordance with the DG EAC AFS, following the launch of the 2021-27 programmes, an assessment will be performed on the use of information systems to prevent and detect plagiarism and double funding (Action 2), reduce conflicts of interest (Action 6), and apply proportionate 95% of payments (in value) on time exclusion measures (Action 12). In addition whistle-blower measures (Action 7) in programme countries will be reviewed together with an analysis of fraud awareness among final beneficiaries (Action 8).

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) [13] aimed at the prevention, detection and correction [14] of fraud.		
Main outputs in 2022		
Output	**Indicator**	**Target 2022**
Implementation of AFS including leveraging available data analysis to detect potential fraud, raising fraud awareness, and refining management tools to increase effectiveness	Completion of anti-fraud strategy actions and regular reporting to senior management	100% implementation

D. Digital transformation and information management

DG EAC will continue implementing the EAC IT Landscape deliverables in 2022, in line with the Digital Solutions Modernisation Plan, thereby supporting the indirect grant management activities of the new MFF. The new IT Landscape includes a large number of integrated software modules (a new single entry point, providing enhanced administration capabilities to National Agencies, enhancing selection, contracting, project and reporting management). Coverage for Call 2022 (3 rounds) and Call 2023 readiness will be ensured.

The new EAC IT Landscape will continue to follow the 11 principles of the Digital Strategy and make extensive use of corporate services such as, EU Access, HERMES document management services to register and store documents, corporate notification services and

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[13] Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.
[14] Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

multilingualism services to simplify the translation process for application forms, as well as tightly integration of reusable components such as, COMPASS corporate for workflow management, EUSurvey, data exchange services for NAs. During 2022 it is intended to analyse a possible implementation of future services such as electronic Signature automatic creation of grant award contracts.

Following the approved IT Security Plan of the EAC IT Landscape (May 2021) in line with the EC IT Security Risk Management Methodology (ITSRM²) resulted in identifying mitigation measures and their prioritisation, which are part of the IT security implementation plan. IIT security related measures have started to be implemented (a large number of vulnerability and penetration tests, applying authentication and authorisation controls to avoid data breaches). Further measures will be implemented during 2022 to ensure gradual compliancy with Regulation 2018/1725 including raising awareness on IT security matters amongst all involved EAC Stakeholders. The draft IT Security Implementation plan consists of 53 security measures mitigating identified risks to a level where the residual risk can be considered acceptable. Measures are linked to denial-of-service protection, timely maintenance (patch management of dependencies, code review, using SonarQube for detecting code security deficiencies), audit logs for the various IT Modules, cryptographic measures etc. In parallel, EAC will make an effort to strengthen the developer's security coding skills via the usage of specific platforms such as Secure Code Warrior.

IT security risks are re-evaluated regularly within the monthly project progress reports, are presented in dependency of their severity to DG EAC's governance bodies and are included at DG EAC's bi-annual risk register, if needs be, DG EAC will continue with its implementation of the Commission's Data Protection Action Plan (C(2018) 7432 final) with a special focus on completion of its 2021 actions in the areas of third country transfers, anonymization and deletion of data beyond statutory retention periods, and comprehensive and systematic compliance with obligations concerning record keeping, agreements with external processors. DG EAC will continue its close collaboration with the Data Protection Officer, the Legal Service and DG JUST on establishing appropriate transfer tools to support the worldwide activity within its programmes.

As regards data, the Data Management Committee will further ensure high-quality data and metadata, based on the revised EAC data inventory and glossary, providing assurance for key performance indicators for all EAC programmes. A local data strategy will also be endorsed in 2022 to ensure DG EAC reaps the full benefits of modernised data analytics, as well as DG EAC's high-level alignment of outcomes with corporate data principles.

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

Main outputs in 2022

Output	Indicator	Target 2022
Implementation of the corporate principles for data governance for DG EAC's key data assets	Percentage of implementation of the corporate principles for data governance for DG EAC's key data assets	Interim milestone by 2022: 50%
Delivery of digital solutions in alignment with EC Digital Strategy principles	Degree of implementation of the digital solutions modernisation plan: (1) EAC IT Landscape (2) Traineeship Office System	(1) EAC IT Landscape (>60%) (2) Traineeship Office System (25%)
List of key actions on information management and data protection	Completion of actions regarding new information systems and identification and adoption of appropriate transfer tool for activities outside the EU-EEA	100% completion
Raising staff awareness activities in the field of data protection	Number of awareness raising activities (meetings of data protection network, coffee meetings, intranet publications, data protection quizzes)	4 meetings

10 publications |
| Implementation of data rules/policies decisions from the Data Management Committee | Number of meetings of the data management committee | 4 meetings planned in 2022. |

E. Sound environmental management

In 2022, DG EAC will continue to follow a series of actions and initiatives in order to reduce the environmental footprint of its service. The main action concerns the digitalization of our way of working and communicating, which came in force due to the COVID-19 situation. The main change –which is already ongoing- will be the adoption of paperless working methods at DG level, which will include the extensive use of e‑signatories, financial circuits, and collaborative working tools. There will also be staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns. As a secondary change, there will be an increased use of the hybrid meetings in order to avoid business trips and as a result reduce the CO_2 emissions. This last change has also been implemented and will continue to be the preferred way of working. In addition to these, the EMAS team will continue to advertise and promote environmentally friendly actions and initiatives with staff awareness as its main focus. The staff awareness actions will aim at informing all the staff about alternatives in energy consumption and transportation. More specifically, DG EAC will participate in the end of the year energy saving action, by closing down its building during the Christmas and New Year's holiday period. Moreover, there will be posts in the intranet informing all staff about the availability of bike parking facilities and the various eco-friendly options in terms of transportation that can replace the constant use of a personal vehicle. Finally, DG EAC will continue its staff awareness actions about waste reduction and sorting, by promoting and labelling the waste sorting schemes that are already in place.

Main outputs in 2022

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

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG's total energy consumption in collaboration with OIB/OIL [15] where appropriate.	Number of actions [16]	Continuous flow of info on the ongoing Commission actions on EMAS initiatives through EAC Intranet
	% of staff informed/ participated	100 % of staff informed via continuous flow of info on the ongoing Commission actions on EMAS initiatives through EAC Intranet
Participation in the end of the year energy saving action, by closing down DG's buildings during the Christmas and New Year's holiday period.	Number of buildings participating	100 % of DG buildings participating
Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline [17] to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG's water consumption in collaboration with OIB/OIL where appropriate.	Number of actions	1
	% of staff informed/participated	100 % of staff informed—via continuous flow of info on the ongoing Commission actions on EMAS initiatives through EAC Intranet
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG's office paper use in collaboration with OIB/OIL where appropriate.	Number of actions	1
	% of staff informed/participated	100 % of staff informed—via continuous flow of info on the ongoing Commission actions on EMAS initiatives through EAC Intranet
	Number of new actions introduced	1

[15] See OIB – Environmental Building Performances for Brussels and OIL– Environmental Building Profiles for Luxembourg.

[16] Indicative actions include local staff awareness actions (e.g. info-fairs) and messages by senior management.

[17] For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

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

As regards financial activities, efficiency gains will be achieved by delegating a number of activities to EACEA which will enable to focus on the DG's core activities and streamline their financial management. This will be achieved by further automation of processes, enhanced reporting, increased frequency of procedures and financial transactions' planning, simplification of financial circuits, alignment to corporate methodologies (for example for the financial capacity check) and update of internal guidance (procurement and grants stage 1 and 2, certified correct and replacement of Budgweb with Budgpedia links) with organisation of training sessions for operational units if need be.

As covered in the section on Sound Financial Management, use of simplified cost options (SCO), in particular the roll-out of an increased use of lump sums will enable all entrusted entities to focus on deliverables and a budget focused on results. Guidance and sharing of best practice on how to optimise the impact of these new approaches will be a priority activity in 2022.

In 2022 the legal sector will continue to provide support to the economy and efficiency through non-financial activities,in DG EAC's policy areas. In addition, the team will continue its work in analysing and responding to complaints from citizens about potential infringements of EU law, handling infringement cases and drafting Commission Decisions responding to Article 22 requests concerning acts of an Executive Agency.

ANNEX: Performance tables

	General objective 1: A European Green Deal			
	Specific Objective 1.1 – Promote behavioural changes and support education towards a sustainable economy			*Erasmus+* *European Solidarity Corps* *Marie Skłodowska-Curie Actions* *Creative Europe*
	Main outputs in 2022:			
	Studies, evaluations and fitness checks			
	Output	**Indicator**	**Target**	
D2	Study on the greening of the CE programme	Finalisation	Q4 2022	
B2	Study "Learning for sustainability: challenges and opportunities for early childhood education and care"	Finalisation	Q4 2022	
	Other important outputs			
	Erasmus + and European Solidarity Corps			
	Output	**Indicator**	**Target**	
B2- B1	Proposal for a Council recommendation on education for environmental sustainability	Adoption by the college	Q1 2022	
B4	Environment and fight against climate-change introduced as a horizontal priority for projects under key action 2	Erasmus+ Annual Work Programme 2022	November 2022	
		Erasmus+ Programme guide 2022	November 2022	
B4	The share of activities addressing climate objectives under key action 1	Education and Training strand	15%	
B4		Youth Strand	15%	
B4		Sport Strand	15%	
B4	The share of projects addressing climate objectives under key action 2	Education and Training strand	15%	
B4		Youth Strand	15%	
B4		Sport Strand	15%	
B3	The share of activities that address climate objectives	European Solidarity Corps	15%	
	Horizon–MSCA			
C2	MSCA European Researchers' Night	Number of participants	1.5 million	
	Creative Europe			
D1	Open Method of Coordination working group on Strengthening Heritage Resilience for Climate change- exchange good practices and innovative measures for safeguarding cultural heritage in relation to climate change	Publication of final report of OMC group	Q3 2022	
		Number of meetings	Min. 2	

General objective 2 – A Europe fit for the digital age		
Specific Objective 2.1 – Promote the development of a high-performing digital education ecosystem in Europe		*DEAP*
Main outputs in 2022		
New policy initiatives		
Output	**Indicator**	**Target**
C4 Structured Dialogue on enabling factors for successful digital education	Number of bilaterals with Member States on Structured Dialogue	27 MS
C4 Proposal for a Council recommendation on key enabling factors of digital education [18]	Adoption of a proposal for Council recommendation by the College	Q3 2022
B2 Proposal for a Council recommendation on online and distance learning for primary and secondary education	Adoption of a proposal for Council recommendation by the College	In 2022, the implementation phase includes: presentations in the Working Groups on schools, digital education, ECEC; Peer Learning activities in spring 2022 on inclusiveness and use of different learning environments; thematic page on blended learning and a monthly topic in May 2022 on School Education Gateway; MOOC planned as of Feb 2022; Implementation fiches regularly updated
C4 Support for connectivity and digital equipment	Number of competitive calls for socio-economic drivers, including education and training institutions and schools, led by CNECT under CEF2	1 call (Connecting Europe)
	Support for connectivity and equipment	15 Member States
C4 1st Digital Education Stakeholder Forum	Number of Stakeholders involved	250 stakeholders
C4 DEAP 2021-2027 Communications campaign	Number of engaged individuals	1 million people

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[18] Initiatives that are part of the Commission Work Programme 2022 have the following icon

	Output	Indicator	Target
C4, B4, B3	Set up of Digital SALTO	Operational launch	Q2 2022
C4	Guidelines on ethical use of AI and data usage in education and training	Adoption by Expert Group and rollout	Q3 2022
C4	Guidelines on tackling disinformation and promoting digital literacy	Adoption by Expert Group and rollout	Q3 2022
C4	Digital Education Hub	Operational in the course of 2022 and with all relevant deliverables and targets (community building, knowledge exchange, acceleration activities)	Q4 2022
C4		Number of MS involved in National Advisory Services	20
C4	*Possible follow up of European Exchange Platform*[19]	Terms of reference	Q4 2022
C4	Digital Education Content Framework	Study launch in preparation of proposal for 2023	Q2 2022
C4	Interoperability guidelines for universities[20]	Roadmap adoption	Q2 2022
	Studies, evaluations and fitness checks		
	Output	Indicator	Target
B2	Study "Learning for sustainability and digital education: tensions, challenges and opportunities"	Finalisation	Q4 2022
	Specific Objective 2.2 – Enhance digital skills and competences for the digital transformation for all		*DEAP, E+, Creative Europe*
	Main outputs in 2022		
	New policy initiatives		
	Output	Indicator	Target
C4	Proposal for a Council recommendation on improving the provision of digital skills in education and training	Adoption by College	Q3 2022
	Other important outputs		
	Erasmus+		
	Output	Indicator	Target
B1–B4–C4	Digital Opportunity Traineeship	Number of participants	8 000
C4	Women's participation in STEM and digital and entrepreneurial skills	Number of participating girls	10 000

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[19] *only if adopted in universities strategy*
[20] Ibid.[21] Counted as beneficiairies

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	Creative Europe		
	Output	**Indicator**	**Target**
D1	Expert group on understanding digital audiences in the context of cultural organisations	Expert work started (group set up via Voices of Culture dialogue) and produced first results	Q2 2022
D1		Number of experts involved (2021-2022)	35

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

Horizon Europe - Marie Skłodowska-Curie Actions			
Main outputs in 2022: To ensure an efficient and effective implementation of the programme			

External communication actions			
	Output	**Indicator**	**Target**
C2	MSCA Presidency Conference	Number of participants	150
C2	MSCA Falling Walls Lab	Number of viewers	500
C2	MSCA Social Media	Increase of social media users and interactions (impressions and interactions)	10% increase of followers both on Facebook and Twitter
C2	Science is Wonderful!	Number of participants	4 000

Other important outputs			
	Output	**Indicator**	**Target**
C2	Effective implementation	Budget execution	100%
C2		N° of calls published	5
C2		Cross-sector and cross-country circulation of researchers (MSCA) - Researchers	65 000 researchers cumulative 2021-2027 (tbc, still being checked)
C2		Cross-sector and cross-country circulation of researchers (MSCA) - Ph.D	25 000 PhD candidates cumulative 2021-2027 (tbc, still being checked)

Specific objective 2.4 – As part of Horizon Europe, the EIT will further foster the integration of education, research and business strengthen innovation ecosystems that help to tackle global challenges and deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery.			
	Horizon Europe – The European Institute of Innovation and Technology		
	Main outputs in 2022: To ensure an efficient and effective implementation of the programme		
	Other important outputs		
	Output	**Indicator**	**Target**
C1	2023-2025 EIT Single Programing Document (SPD)	Adoption of the Commission Opinion	Q2 2022
C1	Effective implementation	Budget execution	97% Q1, Q2, Q3, Q4 2022
C1		Timely implementation of the 2022 Annual Work Programme	100% activities 2022 programming Q1, Q2, Q3, Q4 2022
C1	2021 discharge process	Acceptance of 2021 discharge	Q4 2022
C1	Cooperation and Support Action on NCP EIT network	Grant Agreement	Q1 2022 for signature of the grant
C1	Organisation of NCP meetings	Number of meetings	2 meetings Q1, Q2, Q3, Q4 2022
C1	Monitoring activities performed by DG EAC at management level	Number of monitoring activities, including participation in the EIT body and advisory groups and formal regular meetings at management level (GB, ExCo, Rapporteur visits, AuditCo, EIT KIC Forum, MSRG)	24 activities Q1, Q2, Q3, Q4 2022
C1	Reporting of the EIT on the implementation of the Commission's opinions on the SPD	Implementation of the Commission recommendations on the SPD	1 report Q2 2022
C1	Political guidance to the EIT	Political guidance on FS, outreach etc.	Q1, Q2, Q3, Q4 2022
C1	Execution of financial transactions	Timely implementation	100% Q1, Q2, Q3, Q4 2022

	General objective 3: An economy that works for people		
	Specific objective 3.1: Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high quality education and training systems fostering EU social cohesion and economic growth.		*European Semester*
	Main outputs in 2022:		
	New policy initiatives		
	Output	**Indicator**	**Target**
A2	European Semester – Country reports and country-specific recommendations	Contribution to the preparation of country reports and country-specific recommendations	Q1-Q2 2022
	Other important outputs		
	Creative Europe		
D1	Open Method of Coordination expert group on multilingualism and translation	Publication of final report	Q1 2022
D1	Open Method of Coordination expert group on working conditions of artists	Number of participants (EU Member States experts and sector representatives) involved	50

	General objective 4 – A stronger Europe in the world	
	Specific Objective 4.1 – Promote and strengthen International cooperation in the fields of education, training, youth, sport, culture, and research and innovation	*Erasmus+ HEI* *MSCA* *European Solidarity Corps* *Creative Europe*
	Erasmus +	
	Main outputs in 2022: Effective implementation of the Erasmus+ 2022 Annual Work programme	

	Erasmus + International		
	Other important outputs		
	Output	**Indicator**	**Target**
B1 C3	Higher Education	N° of international Student and Staff Mobility	40 000 (H1) 46 100 (H6)
C3		N° of international students in Erasmus Mundus Joint Masters (EMJM)	2 400
C3		N° of international HEIs consortia in EMJM	27
C3		N° of EMJM projects	42
C3		N° of capacity building in Higher Education projects	170
B1	Bologna Process	Selection of projects under the Erasmus+ European Higher Education Call	Q1 2022
A1	Jean Monnet activities	N° of actions[21] supported in Higher Education	300
A1		N° of actions supported in other level of education and training	200
B3	Youth	N° of capacity building in youth projects	35
C3	Erasmus+ Virtual Exchanges	N° of Erasmus+ Virtual Exchanges projects	11
C3		N° of participants in Erasmus+ Virtual Exchanges projects	28 000
C3 - B2	Vocational Education & Training	N° of capacity building in VET projects	76
C3	Sport	N° of capacity building in sport projects	3
	Erasmus+ Sport		
	Other important outputs		
	Output	**Indicator**	**Target**
D3	Participation of the Eastern Partnership countries in the European Week of Sport	Number of countries taking part in the European Week of Sport	5

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21   Counted as beneficiairies

	Horizon Europe – MSCA		
	Main outputs in 2022: To ensure an efficient and effective implementation of the MSCA part of the Horizon Europe work programme 2022		
	Other important outputs		
	Output	**Indicator**	**Target**
C2	Attractiveness of the programme to third-country nationals	Percentage of third-country nationals participating in the programme	35%
C2		Percentage of third-country participations in MSCA / total third country participations in Horizon Europe	40%
	European Solidarity Corps		
	Other important outputs		
	Output	**Indicator**	**Target**
B3		The number of activities in third countries that contribute to strengthening local actors and local communities and complementing volunteering under the European Voluntary Humanitarian Aid Corps	10
	Creative Europe		
	Other important outputs		
	Output	**Indicator**	**Target**
D2	Effective implementation of the Creative Europe 2022 Annual Work programme (Culture Strand)	The number and scale of transnational partnerships created with the support of the Programme, including the country of origin of the beneficiary organisations	
D2		Qualitative evidence of success stories in the artistic, business and technological innovation fields due to Programme support	
D2		The number and scale of transnational partnerships created with the support of the Programme	
D2		The number of projects supported by the Programme involving organisations from third countries[22]	
D2		The number of people who have accessed European audiovisual works supported by the Programme from countries other than their own	
D2		The number, budget and geographical origins of co-productions developed, created and distributed with the support of the Programme and co-productions with partners from countries with different audiovisual capacities	
D2	Effective implementation of the Creative Europe 2022 Annual Work programme (Culture Strand)	The number and scale of transnational partnerships formed (composite indicator for the 'creative innovation lab'action and cross-cutting actions that support the news media sector)	

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

		General objective 5 – Promoting our European way of life	
		Specific Objective 5.1 – Make the European Education Area a reality, removing barriers to learning, improving access to quality education and making it easier for learners to move between countries	*European Education Area*
		Main outputs in 2022:	
		New policy initiatives	
	Output	**Indicator**	**Target**
A1	HLG Coordination Board	The HLG Coordination Board jointly coordinated by the Council Presidency and the Commission starts operating	4 meetings in 2022
A1	Commission expert group on quality investment in education and training	The expert group will present a final report that will entail proposals for a methodology to analyse and evaluate the impact of investment policies on the quality of education.	Second half of 2022
A1	EEA progress report	To take stock of progress toward achieving the European Education Area by 2025, debate the following steps and give fresh impetus	Q4 2020
A1	Education for Climate Coalition	Co-creation and implementation of the first 5 community challenges and establishment of the first 5 national coalitions.	To be presented at the 2nd Education for Climate Day (Q3/2022).
A3	European Education Area Portal	Establishment/regular upgrading/continuous improvement of the European Education Area portal as a public gateway to EEA actions and services	2022
		Studies, evaluations and fitness checks	
	Output	**Indicator**	**Target**
B1	Study on state and effectiveness of performance-based funding of higher education	Finalisation	1st semester 2022
B1	Study on Road towards a European degree identifying opportunities and investigating the impact and feasibility of different approaches	Finalisation	1st semester 2022
B1	Study on the implementation of the Council recommendation on automatic recognition and the feasibility of a quality assurance and recognition system	Finalisation	Q4 2022
B1	Study "Towards a legal statute for European Universities alliances"	Finalisation	Q4 2022
C2	Study on Brain circulation	Finalisation	Q1 2022
B1	Study "Methodological Support for the European Higher Education Sector Observatory"	Finalisation	Q2 2022

	Output	Indicator	Target
B4	Study "Analysis of new unit costs in the Erasmus+ 2021-2027 programme"	Finalisation	Q3 2022
External communication actions			
	Output	Indicator	Target
B4	European Education Summit	Number of online viewers	320 000
Other important outputs			
Education and training			
	Output	Indicator	Target
A4		Publication 2022	Dec 2022
A4 A2 A3	Education and Training Monitor	Webpage visits during months after the launch date	>13 500
Higher Education			
	Output	Indicator	Target
B1	Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European Strategy for Universities	Adoption by the College	18 January 2022
B1	Proposal for a Council recommendation on building bridges for effective European higher education cooperation	Adoption by the College	18 January 2022
B1	Proposal for a Council recommendation on micro-credentials for lifelong learning and employability	Take up by the Council of the proposal for a Council recommendation	Q4 2022
B1	European Universities	Number of European Universities supported under Erasmus+	44
B1	European Student Card Initiative: Erasmus Without Paper Network	Number of higher education institutions using the Erasmus Without Paper Network	3 600
B1	European Student Card Initiative: Co-branding students cards with the European Student Card elements	Number of European Student Cards produced by higher education institutions/student card issuers	3 million
B1	European Student Card Initiative: Erasmus+ Mobile App	Number of times the Erasmus+ Mobile App has been downloaded	150 000
B1	European Degree	Proposal for a pathway towards a European degree by 2025	Q1 2022
B1	Legal Statute for alliances of universities	Finalisation of the Study on a legal statute for alliances of universities	Q4 2022

	Output	Indicator	Target
B1	Develop a European graduate tracking mechanism	Launch an up-scaled pilot in 2022 for Eurograduate tracking surveys to monitor the study and employment outcomes of higher education graduates.	Q4 2022
B1	Quality Assurance	Finalisation of the ongoing Erasmus+ EuniQproject on quality assurance	Q4 2022
B1 B2	Promotion of automatic mutual recognition	Study on the implementation of automatic recognition and on the feasibility of European recognition and quality assurance system	First results of the study in Q4 2022
		Report on the implementation of automatic recognition to the Council	Q4 2022
		Launch of the Erasmus+ NARIC Call	Q4 2022
School education			
	Output	Indicator	Target
B2	Proposal for a Council recommendation for Pathways to School Success	Adoption by the College	Q2 2022
B2	Commission Expert Group on supportive learning environments and well-being at school	Publication of call, selection and set-up of Expert Group	Q2-Q3 2022
Early childhood education and care system (ECEC)			
	Output	Indicator	Target
B2	ECEC Working Group	Set-up of new working group following up the Council Recommendation on Quality ECEC	Q1 2022
	Specific Objective 5.2 – With the support of the Erasmus+ programme, promote learning mobility of individuals, as well as cooperation, inclusion, excellence, creativity and innovation at the level of organisations and policies in the field of Education and Training		*Erasmus+ Education and Training*
	Main outputs in 2022: Effective implementation of the Erasmus+ 2022 Annual Work programme		
Studies, evaluations and fitness checks			
	Output	Indicator	Target
B3	Evaluation EU Youth Strategy 2019-2027	Launched	Q2 2022
B4	Final evaluation 2014-2020 and interim evaluation 2021-2027	Launched	Q4 2022
B3	European Solidarity Corps: final evaluation 2018-2020 and interim evaluation 2021-2027	Launched	Q4 2022
External communication actions			
	Output	Indicator	Target
R2	Erasmus+ Annual report 2021	Launch of the report (including publication, press release, social media)	July / November 2022
		Number of report downloads from the OP website	2 000

	Other important outputs		
	Output	**Indicator**	**Target**
B4	Effective implementation	Budget execution	100%
		N° of contribution agreements with National Agencies (NAs)	55
B1 – B2	Key Action 1 Learning mobility	HE learners	332 000
B1 – B2		VET learners	150 000
B1 – B2		School learners	125 000
B1 – B2		Adult learners	7 500
B1 – B2		HE staff	60 000
B1 – B2		VET staff	31 000
B1 – B2		School staff	60 000
B1 – B2		Adult staff	31 000
B1 – B2		Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 79%
B4	Key Action 1 Learning mobility	HE fewer opportunities	10%
B4		VET fewer opportunities	10%
B4		School fewer opportunities	10%
B4		Adult fewer opportunities	10%
B4		Number of participants in virtual learning activities under key action 1 of the Education and Training strand	4%
B4		Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Education and Training strand	95%
B4		Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Education and Training strand	60%
B4		Number of newcomer organisations and institutions taking part in the Programme	6 000
B4		Number of organisations and institutions taking part in the Programme for the Education and training strand	60 000
B2	Key Action 2	Centres of Vocational Excellence	12
B2		Erasmus Teacher Academies	5
B2		Innovative Teaching Award	1
C1		Partnerships for Innovation Alliances	35
B4		Number of small-scale partnerships supported under key action 2 of the Education and Training strand	900

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	Output	Indicator	Target
B2		Number of users of virtual cooperation platforms supported under key action 2 of the Education and Training strand	SEG: 128 000
B2			EPALE: 140 000
B2			eTwinning: 1 130 000
B2	Key Action 2	Number of organisations and institutions taking part in the Programme for the Education and training strand	15 000
B4		Number of newcomer organisations and institutions taking part in the Programme	1 000
B4		Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	65%
B4	Key action 3	Number of organisations and institutions taking part in the Programme for the Education and training strand	2 000
B4	Education and Training strand	The share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Education and Training strand	60%

	Specific Objective 5.3 - With the support of the Erasmus+ programme, promote non-formal learning mobility and active participation among young people, as well as cooperation, inclusion, creativity and innovation at the level of organisations and policies in the field of Youth		*Erasmus+ Youth*
	Main outputs in 2022: Effective implementation of the Erasmus+ 2022 Annual Work programme		
	Studies, evaluations and fitness checks		
	Output	**Indicator**	**Target**
B3	Study: "Assessment of the existing Support, Advanced Learning and Training Opportunities structures' effectiveness and relevance to date within the overall landscape of the Erasmus+ governance and the existing structures supporting the implementation of the programme (including National Erasmus+ Offices)"	Finalisation	Q2 2022
	External communication actions		
	Output	**Indicator**	**Target**
B3	European Year of Youth – Communication campaign	Number of activities across member states associated with the European Year of Youth and posted on the European Youth Portal	3 000
B3		Number of people participating in activities published on the European Youth Portal	250 000
B3		Social media outreach in X million impressions	45 000 000
	Other important outputs		
	Output	**Indicator**	**Target**
B3	Effective implementation	Budget execution	100%
B3		Youth Learners	140 000
B3		The number of people with fewer opportunities taking part in activities under key action 1 of the Youth strand	55 000
B3		The number of participants in virtual learning activities under key action 1 of the Youth strand	3 600
B3	Key Action 1 Learning mobility	The share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Youth strand	90%
B3		The share of participants that consider that they have an increased European sense of belonging after participation in activities under key action 1 of the Youth Strand	60%
B3	Key Action 1 Learning mobility	The number of organisations and institutions taking part in the Programme for Youth activities	25 000
B3		The number of newcomer organisations and institutions taking part in the Programme	2 500

	Output	Indicator	Target
B3		The number of small-scale partnerships supported under key action 2 of the Youth strand	Cooperation: 600
B3			Small scale partnerships: 500
B3		The number of organisations and institutions taking part in the Programme for Youth activities	10 000
B3	Key Action 2	The number of newcomer organisations and institutions taking part in the Programme	600
B3		The share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	65%
B3		The number of users of virtual cooperation platforms supported	1 000 000
B4	Key Action 3	The number of organisations and institutions taking part in the Programme for Youth activities	90
B4	Erasmus+ Youth	The share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Youth strand	60%
	Preparatory actions		
	Output	Indicator	Target
B3	DiscoverEU: Free travel pass for Europeans turning 18	N° of travel passes attributed following Open competition October 2021	60 000
		N° of travel passes attributed following Open competition in 2022	65 000
		N° of travel passes attributed following Open competition in 2022 – Inclusion action	40 00

	Specific Objective 5.4 – With the support of the European Solidarity Corps, enhance the engagement of young people and organisations in accessible and high-quality solidarity activities as a means to contribute to strengthening cohesion, solidarity and democracy in the Union and abroad, addressing societal and humanitarian challenges on the ground, with particular effort to promote social inclusion	*European Solidarity Corps*
	Main outputs in 2022: Effective implementation of the European Solidarity Corps 2022 Annual Work programme	
	Other important outputs	
	Output	**Indicator**	**Target**
B3	Commission proposal for a Council recommendation on mobility of young volunteers across the European Union – Update of the EU framework	Adoption of a proposal for a Council recommendation by the College	Q1 2022
B3	Effective implementation	Budget execution	100%
B3	Engagement in solidarity activities	Participants in volunteering solidarity activities	15 000
B3		Participants in Solidarity Projects	9 000
B3		Participants in humanitarian aid related solidarity activities	550
B3	Promoting social inclusion and equal opportunities	The share of participants with fewer opportunities	30%
		The number of participants who are young people with fewer opportunities	8 000
B3	Effective implementation of the European Solidarity Corps 2022 Annual Work programme	The number of organisations holding a quality label	3 000
B3		The share of participants reporting positive learning outcomes	90%
B3		The share of participants whose learning outcomes have been documented through a Union transparency and recognition tool such as Youthpass, Europass or a national tool	80%
B3		The overall satisfaction rate of participants with regard to the quality of activities	90%
B3		The degree of satisfaction of volunteers deployed in the humanitarian aid field and of participating organisations with regard to the effective humanitarian contribution of the activities on the ground	50%

	Specific Objective 5.5 – With the support of the Erasmus+ programme, promote learning mobility of sport coaches and staff, as well as cooperation, inclusion, creativity and innovation at the level of sport organisations and sport policies		*Erasmus+ Sport*
	Main outputs in 2022: Effective implementation of the Erasmus+ 2022 Annual work programme		
	Studies, evaluations and fitness checks		
	Output	**Indicator**	**Target**
D3	Study "Mapping of available EU funds to promote a healthy lifestyle and collection of best practices at grassroots level"	Finalisation	Q4 2022
D3	Study on "Strengthening the recovery and he crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic"	Finalisation	Q4 2022
D3	Study on "Eligible costs of learning mobility of sport staff in Erasmus+"	Finalisation	Q1 2022
	External communication actions		
	Output	**Indicator**	**Target**
D3	#BeActive social media campaign	Number of impressions	40 million
D3	#BeActive social media campaign	Number of followers / fans / subscribers	+10% followers on twitter @EUSport
D3	8 th European Week of Sport	Number of participants	6 million
D3	2022 #BeInclusive EU sport awards	Number of impressions	5 million
D3	HealthyLifestyle4All initiative	Number of pledges received following campaing launch	40 pledges
D3	HealthyLifestyle4All initiative	Number of posts	20 posts
	Other important outputs		
	Output	**Indicator**	**Target**
D3	Key Action 2	Number of organisations and institutions taking part in the Programme	1 200
D3		Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	NEW INDICATOR (no baseline) Only possible to check at final report stage (after 2/3 years)
D3		Number of newcomer organisations and institutions taking part in the Programme	180
D3		Number of small-scale partnerships supported	120
D3		N° of cross-border projects to enhance social inclusion	60
D3		N° of cross-border projects promoting healthy lifestyles	15

	Output	Indicator	Target
B4	Key Action 3	Number of organisations and institutions taking part in the Programme for the Sport strand	42
D3	People and planet	Selection of the projects	Q4 2022
D3	Grassroots sports programmes and infrastructure innovation	Selection of the projects	Q4 2022
B4	Erasmus+ Sport strand	The share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Sport strand	60%

Specific Objective 5.6 – With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural diversity and heritage	*Creative Europe Programme*

Main outputs in 2022: Effective implementation of the Creative Europe 2022 Annual Work programme (Culture Strand)

New policy initiatives

	Output	Indicator	Target
D2	Effective implementation	N° of grant agreements signed	The targets will be set as soon as the 2021 outputs are known. Evaluation of applications still on-going.
D2	Transnational cooperation	Number of European cooperation projects/partnerships	
D2		Number of European Networks	
D2		Number of European Platforms	
D2		Number of Book circulation projects	
D2	Support to transnational circulation of artists and professionals	The number of artists and operators in the cultural and creative sectors that have moved beyond national borders due to Programme support, indicating the country of origin and the proportion of women[23]	
D2	Audience development	The number of people who have accessed European cultural and creative works supported by the Programme, including works from countries other than their own[24]	
D2	Support to social inclusion through culture	The number of projects supported by the Programme addressed to socially marginalised groups	As above
CNECT		The number of participants in learning activities supported by the Programme who have assessed that they have improved their competences and increased their employability, indicating the proportion of women	

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[23] This indicator is a projection because projects signed in 2021 will not have final figures before 2023 or later. In 2021 this projection includes cooperation projects, platforms, networks and the mobility scheme.
[24] This indicator is a projection and should include cooperation projects, platforms, sectorial actions, special actions with a broad geographical coverage.

	Output	Indicator	Target
CNECT		The number of audiovisual works in lesser-used languages developed, produced and distributed with the support of the Programme	
CNECT		The number of people reached by Business to Business promotional activities in major markets	
CNECT		The number of events or activities promoting the Programme organised by the Programme desks	
CNECT		The number of participants in the 'creative innovation lab' action and cross-cutting actions that support the news media sector, indicating the proportion of women	
Studies, evaluations and fitness checks			
	Output	**Indicator**	**Target**
D1	Study on "The importance of citizens' participation in culture for civic engagement and democracy policy lessons from international research"	Finalisation	Q4 2022
D1	Study on "Mapping the funding opportunities for culture across EU programmes for 2021-2027: a new user-friendly funding guide for cultural stakeholders"	Finalisation	Q2 2022
External communication actions			
	Output	**Indicator**	**Target**
D1	Creatives Unite platform	Number of online visits	50 000 users
D1		Number of posts on the platform	1 200
Other important outputs			
	Output	**Indicator**	**Target**
D1	OMC Group on Culture and Sustainable Development	Number of meetings	Min. 2
D1	'European Houses of Culture'	Kick off meeting of Phase 3	January 2022
		Final reporting of Phase 2	December 2022
D1	Finance, Learning, Innovation and Patenting for Cultural and Creative Industries (PA – FLIP for CCIs-3)	Reporting Phase 3	April & October 2022
D1		Final reporting Phase 2	October 2022
D1	Bottom-up Policy Development for Culture & Well-being in the EU	Implementation	Q1, Q2, Q3, Q4 2022
D1	Protecting the Jewish Cemeteries of Europe. A full mapping process with research and monitoring and individual costed proposals for protection	Implementation phase 3	Q1, Q2, Q3, Q4 2022
D1	Jewish Digital Cultural Recovery Project	Kick off meeting Phase 2	January 2022

	Output	Indicator	Target
D1	Measuring the cultural and creative industries in the Union	Final report	December 2022
D1	'Music Moves Europe': Boosting European music diversity and talent	Final reports (2019 calls)	Depending on duration of projects, reports from 2019 calls due from February to December 2022
D1		Implementation of 2020 call	Q1, Q2, Q3, Q4 2022

General objective 6 – A new push for European democracy			
Specific Objective 6.1 - Provide European young people opportunities to participate in civic society and democratic life			*Traineeship office* *Creative Europe*
Culture and democracy			
Studies, evaluations and fitness checks			
	Output	**Indicator**	**Target**
D1	Study on the links between participation in culture and democracy	Study report	Q4 2022
Other important outputs			
Traineeships			
	Output	**Indicator**	**Target**
B3	Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication, etc.)	Number of evaluations	54 000
		Number of appeals	Max 5
B3	Events and trainings for trainees Guidance and support to trainees, advisors and coordinators	Satisfaction of trainees	95 %